



OFFICE OF THE MAYOR
SAN FRANCISCO

WILLIE LEWIS BROWN, JR.

February 29, 2000

California Office of Workforce Investment
Post Office Box 826880
Sacramento, CA 95814

Dear Madam or Sir:

Enclosed is San Francisco's Initial Strategic Five-Year Workforce Investment Plan for your immediate review and approval. It is our intention to implement the Youth Employment and Training Program in it for the summer of 2000 as soon as is possible.

This initial plan was developed by the Private Industry Council and my representatives over the last two months through eleven public hearings conducted by the Council and two of its committees, the Strategic Transition Committee and the Transitional Youth Council.

As it is being implemented, it is anticipated that this plan may have to be modified based on additional Federal and State requirements and policies which are expected to be formulated within the next four months. In formulating potential modifications to this plan, the Council and its two committees will continue to conduct public hearings in close consultation with my office.

In anticipation of that role, I submitted an application to your office a month ago to have the Private Industry Council certified as the "Alternative Entity for San Francisco's Workforce Investment Board" until June 30th of this year or further notice. Since the primary purpose of that application was and is to legitimize this plan and any potential modifications which the Council is asked to review and approve, please let me know the status of that and of the August 1999 applications to have the City and County of San Francisco designated to be a Local Workforce Investment Board as soon as possible.

If there are any questions about the enclosed plan, please direct them to either Raymond Holland or Pamela Calloway, of the PIC, Inc., or to Will Lightbourne, of the San Francisco Department of Human Services and my office.

Sincerely,

A handwritten signature in dark ink, appearing to read "Willie L. Brown, Jr.", written over a horizontal line.

Willie L. Brown, Jr.
Mayor

cc: All Members of the Private Industry Council
All Members of its Transitional Youth Council
All Mandatory One Stop Partners
All PIC Subcontractors
PIC and SFDHS Staffs

DOCUMENTS DEPT.

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STRATEGIC FIVE-YEAR LOCAL
WORKFORCE INVESTMENT PLAN
FOR
TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998
(WORKFORCE INVESTMENT SYSTEM)
FOR THE LOCAL WORKFORCE INVESTMENT AREA:

CITY AND COUNTY OF SAN FRANCISCO

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EXECUTIVE SUMMARY

Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the local board's economic and workforce investment goals and how the local system will support these goals.

During the next five years, the San Francisco Workforce Investment Board (WIB) and Chief Elected Official of the San Francisco Workforce Investment Area will develop a system that increases its contribution in providing a competitive workforce to local business. Through the establishment of One Stop Career Centers and Access Points, the system will offer all eligible individuals the opportunity to maximize their employment potential. The Centers will offer a variety of information and training services based on individual needs and employers will be provided with access to workers that will support economic growth by helping them compete in the global economy.

To accomplish this vision, the San Francisco Workforce Investment system will streamline services currently offered through multiple agencies and multiple locations by consolidating services through One Stop Centers and Access Points when possible. The consolidation will allow for customer needs to be met in a more efficient manner, and will expand the current customer base of the programs. Duplication of services by different organizations and agencies will be avoided whenever possible. Timelines will be established for data sharing between agencies, with the ultimate goal being full integration in the foreseeable future.

All services will be aimed at helping individuals manage their own careers. The system will establish services that seek to provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of training providers. Services will be provided according to individual needs, so that individuals with deficiencies or barriers to employment and advancement will be provided more intensive training as resources permit. Contracts for services to specialized populations and Individual Training Accounts will be established for those requiring such support.

A core set of career decision-making and job search tools will be available through the One Stop Centers and Access Points on a non-discriminatory basis. All Centers will meet the requirements of the Americans with Disabilities Act (ADA) and will provide reasonable accommodations to individuals who may have special needs. The system will also comply with Title VI of the Civil Rights Act, the Dymally-Alatorre Act, and any other federal, state or local law that provides for services to limited English proficient individuals. San Francisco will deliver its workforce investment services in a manner that does not discriminate on the basis of religion, sex, sexual orientation, pregnancy or age.

Responsibility for success of the workforce system rests with a partnership between the Workforce Investment Board and the Mayor. This partnership will monitor service providers and program operators on an on-going basis, to ensure the achievement of its established performance outcomes. The Board will establish program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and certifications/credentials earned in specific occupational or academic areas.

The Mayor, recognizing the need for a strong Workforce Investment Board, will encourage active private sector participation, and will encourage contributions of training and resources from the private sector. The Board will strategically plan for the use of workforce resources, establish performance levels for all workforce programs, and provide oversight of the One Stop.

Additionally, the Board will negotiate Memoranda of Understanding with all One Stop partners, ensuring that all partners have an equity stake in and a responsibility for the One Stop system.

The WIB will provide sufficient guidance for the One Stop system and training providers, but not to a degree that would stifle flexibility and creativity in meeting the needs of individual job seekers and local employers. The WIB will focus on building responsive systems that respond to the ever-changing needs of a dynamic labor market and the emergence of a new economy.

The WIB will conduct a thorough labor market analysis of the area that will guide the selection of those placed on the authorized list of training providers. Other projects may be developed over time that respond to special needs of the employer community, to address specialized needs relating to skill and labor shortages.

A Youth Council is being established to improve youth programs and to act as an advocate in the community for youth. There will be improved linkages between academic and occupational learning and other youth development activities in the city. Youth will be provided opportunities to achieve career goals to enhance their ability to compete in the labor market. Resources will be provided to youth serving agencies that have a proven track record, and the network of youth activities offered will provide all of the basic program design elements in the Workforce Investment Act.

Quality principles will guide the remaking of the Workforce System throughout the process. These include the development of effective leadership, the creation of action plans and strategic objectives, the customer focused design of products and service delivery, the use of performance data and information, employee training and development, and a focus on bottom line results to business.

An inclusive process was used to develop this plan. Two transition committees, one focused on youth, held eleven public meetings during the months of January and February 2000. Meetings were well publicized and well attended. Public testimony and comments were provided and considered at each meeting, in addition to comments provided by U.S. mail and e-mail. At least three business meetings were held by each body to clarify issues and decision points, followed by a Town Hall meeting to listen, followed in turn by a meeting to integrate comments and make decisions. At most meetings, requests for special consideration focused on the needs of persons with multiple barriers, the homeless, those who do not speak English, contracts and the roles of community-based agencies, and the adverse impact that will occur without a strong summer program for youths.

This document is a plan to plan. It presents an idealized workforce development system as it ought to be. It maintains a vitally needed focus on closing the employment gaps for targeted hard to serve persons while also addressing the employment needs of the universal population. It recognizes areas that require holistic solutions. It is designed specifically to meet the needs of persons with multiple barriers, low income and welfare recipients and the disabled, among others, and it will prioritize funding when resources are limited.

In five years, the San Francisco workforce development system will evolve into a more efficient, user friendly, customer focused, results driven system serving a broader range of clients than the system that exists today. It will adapt to change within the labor market. Business will perceive real value in our services. Our ability to provide skilled workers to local employers will far surpass the capacity of the current system.

I. PLAN DEVELOPMENT PROCESS

WIA gives States and local areas a unique opportunity to develop employment and training systems tailored specifically to State and local area needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.

In this section, describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan. [WIA, Section 118(c)(1)]

(Please note: we recognize that local areas are required to develop various related local plans and we encourage you, whenever feasible and appropriate, to use planning information that has already been developed. However, the data you use must be accurate and current.)

A. *What was the role of the Chief Elected Official in developing the plan? [WIA, Section 118(a)]*

In March of 1999, the Mayor of San Francisco asked the Governor to designate the City and County of San Francisco to be a Local Workforce Investment Area under section 116 (a)(2) of the Workforce Investment Act and to certify the Private Industry Council of San Francisco as the Alternative Entity for San Francisco's Workforce Investment Board under section 117 (i) of the Act.

Assuming that designation would eventually be provided, the Mayor in the meantime instructed his representatives to consult with the Private Industry Council of San Francisco (of which the Executive Director of the San Francisco Department of Human Services, his lead representative, was and is a member), representatives of the PIC, Inc. (the corporate *alter ego* of the Council and the designated agent of the existing Partnership between the Council and the Mayor), other prospective "One Stop San Francisco Partners", and other members of the public to begin developing:

- a recommended governance structure for the proposed San Francisco Workforce Investment Area; and
- a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area.

In August of 1999, the Mayor submitted a formal application to the State to have the City and County of San Francisco designated to be a Local Workforce Investment Area under section 116 (a)(2) of the Act.

B. *What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]*

In late-October of 1999, the Board of Directors of the Private Industry Council of San Francisco established:

- an ad hoc Strategic Transition Committee to hold public hearings to guide the development of a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area; and
- an ad hoc committee of the Council to be called the Transitional Youth Council to hold public hearings to guide the development of the youth portions of that recommended initial plan and to establish a permanent Youth Council for San Francisco's Workforce Investment Board or the Alternative Entity for it.

In mid-December of 1999, the State issued its "Initial Planning Guidance and Instructions for the Submission of the Strategic Five-Year Local Plans" and, before the holidays, three public hearings were scheduled for the month of January 2000 and announced under the provisions of San Francisco's "Sunshine Ordinance" for each of the two new transitional bodies of the Council.

Initially, the Chairman of the Private Industry Council appointed seventeen members of the Council, nine of whom were representatives of business in the local area, to the Strategic Transition Committee. Subsequently, the membership of this *ad hoc* committee was expanded to include one additional representative of business in the local area and five additional "Mandatory One Stop Partners".

The Chairman of the Private Industry Council also appointed ten members of the Council's Jobs For Youth Executive Committee (which included four members of the Council) and ten additional persons (three of whom represented interest groups specified in section 117 (h)(2)(A) of the Act which were not represented on the Jobs For Youth Executive Committee) to the Transitional Youth Council.

Each of these two transitional committees of the Council held three public hearings during the month of January 2000 to develop a recommended, initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area to be published for thirty days of public review and comment during the month of February.

During the month of February, each of these two transitional committees will hold at least two additional public hearings to consider comments and suggestions that are received. Based on comments and suggestions received, each of the committees will recommend a plan to the Council and the Mayor for their consideration and submission to the State before March 1st.

As noted in section IV below, the Mayor will establish a new Workforce Investment Board by June 30, 2000, for the purpose of planning and administering the Workforce Investment Act in San Francisco. Until that time, he has authorized the Private Industry Council of San Francisco as the interim policy body responsible for developing and approving this Five-Year Strategic Workforce Investment Plan. Membership considerations for the new Board will take into account:

- the criteria which the State will be promulgating for appointing additional members to that Board;
- the eventual size of the Board's membership;
- the rules governing the members' conflicts of interest; and
- current State Law (i.e., section 1090 of California's Government Code) which prohibits Local Workforce Investment Boards from entering into agreements having "economic interests" with "One Stop Partners" who are members of that Board.

- C. *Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and WIA Section 118(b)(7)]*

Please refer to the preceding section of this plan for descriptions of the processes used to provide opportunities for suggestions and comments from the Mayor, from the proposed Alternative Entity for San Francisco's Workforce Investment Board and its Transitional Youth Council, from other local governing bodies, from educators, from vocational rehabilitation agencies, from service providers, from community-based organizations, from migrant seasonal farm workers, and other members of the public for the initial Five-Year Strategic Workforce Investment Plan for San Francisco.

Acknowledged throughout these processes is the fact that this is only San Francisco's initial plan and that, in the ensuing months (particularly those from March through June of 2000, after some critical decisions have been made by the State and the Governor) modifications of this plan will be developed, proposed, and subjected to similar public review and hearing processes and submitted to the State as many times as are necessary and feasible.

It needs to be noted that the Private Industry Council of San Francisco conducts all of its business and public hearings under the provisions of San Francisco's "Sunshine Ordinance," the requirements for which exceed the similarly-named provisions of section 117 (e) of the Act and of the State's Ralph M. Brown Act.

The community planning meetings held in several locations included discussions of each element of this plan. Participating representatives are listed in Attachments 3 and 4.

- D. *How were comments that were in disagreement with the draft plan considered in developing the final plan? [State Planning Guidance I B. and WIA, Section 112(b)(9)]*

Eleven public hearings were held to develop this plan, but there are clearly many strategic conditions which may result in its modification. Because of the limited amount of time initially provided for the formal planning processes at the local level, not all comments that were in disagreement with this initial plan may have been considered yet. As indicated in the immediately preceding section of this initial plan, it is the intention of the Council and the Mayor to address some of the comments in the period from March through June of this year. Further modifications to the plan may be submitted as additional information is acquired and decisions made by the Mayor and WIB.

- Attachment 2 contains comments that were in disagreement with the Draft Plan published on January 25th. Where possible, given the time limitations, early comments have been incorporated directly into this plan. Additional comments may be received within the 30-day comment period but which could not be considered due to time constraints. Comments received after Feb. 11th will be considered in meetings subsequent to submission of this plan.

- E. *Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet. [WIA, Section 118(c)(2)]*

Public notices announcing the availability of the proposed plan were posted on the PIC's web site and, in hardcopy, in the Mayor's and the PIC's Offices. Notices also appeared in

the San Francisco Independent, the newspaper of public record for the City and County of San Francisco. In addition, hardcopies of the plan were distributed to:

- all members of the Private Industry Council of San Francisco and its two *ad hoc* transition bodies;
- all “Mandatory One Stop Partners”;
- all PIC Subcontractors; and
- all other members of the public which had notified the PIC of their desire to receive and review copies of that plan.

F. What other organizations were involved in the development of the local plan? How were they involved?

Attachment 3 lists of most of the organizations whose representatives are recorded as having been involved in the development of this plan through either participation on the Council, on one or more of its transition bodies, on the “WIA Transition Team,” on the “One Stop San Francisco Operations Resources and Governing Committees,” as “Access Point, Core, or Supporting Partners,” in reviewing, supporting, or opposing the proposed application to have the Private Industry Council of San Francisco certified to be the “Alternative Entity for San Francisco’s Workforce Investment Board,” and in participating in one or more of the public hearings of any of these bodies.

II. LOCAL VISION AND GOALS

The federal Planning Guidance and Instructions for Submission of the State’s Strategic five-year Plan indicates that “a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static.”

In this section, identify your broad strategic economic and workforce development goals (e.g., “All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.”) Describe the shared vision of how the local WIA workforce investment system will support attainment of these goals.

A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d)(1)] Some specific questions that must be answered are:

1. In five years, describe how your local system will integrate services. [WIA, Section 117(d)(1) and Section 118(a)]

San Francisco’s growing economy is characterized by a widening gap in quality and quantity of job opportunities for unskilled and skilled workers. Recognizing the harsh consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Recognizing that getting and keeping a job is complicated by housing costs, lack of adequate child care, and transportation difficulties, the city’s WIB will coordinate and enrich its workforce development plans and activities

through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs.

The city's vision of the local workforce investment system is to integrate current services in the One Stop Centers and Access Points, to move toward providing universal access to career and labor market information, and to provide other useful consumer information regarding training and education that enables our customers to make better informed choices.

To address the needs of those who are unable to compete successfully in the current labor force, we will establish a process that identifies individuals needing more intensive services and training. When possible we will leverage both public and private resources to provide the necessary resources to upgrade their skills based on relevant local labor market needs.

The WIB will seek to provide quality services and resources to employers, jobseekers, and other stakeholders to ensure full employment in jobs that pay enough to sustain healthy families. It will target higher wage jobs (including nontraditional employment), promote self sufficiency through microenterprise and other small business training and support, offer up-front assessments of skills, interests, aptitudes and barriers to employment and offer individualized services to remove barriers and increase skills, and that integrates First Source Hiring, Living Wage Ordinances, and other innovative proposals and policies.

Assuming a continuing strong economy, in five years all San Franciscans will find "no wrong door" through a seamless integration of an expanded array of services from as many community agencies as possible.

The San Francisco Workforce Investment Board will:

- integrate the services offered by its partnering agencies within the One Stop Centers;
 - jointly develop goals, progress markers and timelines to map out a full integration strategy; including integration of the city's First Source Hire program;
 - develop specific plans and timelines for cross training of staff about all other programs, processes to effectively share information, specifications for a technology network infrastructure that will allow for eventual integration, and reengineering of the workflow processes within the One Stop system in order to make improvements; and finally,
 - integrate programs into a seamless delivery system with transparent funding streams.
2. *What programs and funding streams will support service delivery through the One Stop system? [WIA, Section 121(b)(1)(B)]*

The system, through the One Stop Centers and Access Points, will provide access and information regarding each of the following programs: Adult, Dislocated Worker and Youth Activities under WIA Title I (including programs funded from Veterans Workforce Investment Programs, Migrant and Seasonal Farmworker Programs, Indian and Native American Programs, Job Corps and Youth Opportunity Grants), Welfare-to-Work, Employment Service, TANF, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Trade Adjustment, NAFTA Transitional Adjustment Assistance, Veterans Employment and Training Programs, Community Services Block Grant, Employment

and Training activities under HUD, Food Stamps Employment and Training, National and Community Service Act programs, Unemployment Insurance, Redevelopment Agency Employment programs, Homeless programs, Refugee programs, Mental Health, and other appropriate federal, State or local programs involved with transportation, child care, community colleges, economic development, community outreach, substance abuse, and the criminal justice system.

A complete list of funding streams has not been attempted at this early stage. Each agency committed to this plan manages dozens of fragmented federal, state, local and granted funds created by the separate actions of others. The major challenge of this effort will be to coordinate those funding streams and their unique service designs, eligibilities, and reporting/evaluation systems.

3. *Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [20 CFR Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II.B. bullet 3]*

Through our network of One Stop Centers, Access Points and CBOs, job seekers and those seeking career advancement or upgrading of their skills will be able to access information regarding the local labor market, including the occupations and industry sectors that are in demand or in which labor shortages currently exist. They will also be able to access available job openings and postings from local, regional, state and national employers. They will be able to acquire a list of current training providers in the area, and the track record of completions and job success of recent graduates from these institutions and schools, and information about microenterprise training and support opportunities and training for nontraditional occupations. They will also be able to acquire information about the wages needed for their family size and type to make ends meet without government assistance and the wages and benefits offered by available jobs.

The Centers, Access Points and CBOs will also make available general information about careers and a means for individuals to assess their aptitudes, barriers and interests and how these match to available jobs and demand occupations.

More intensive services will be provided to those with barriers that may include individual career, drug, alcohol, domestic violence, or mental health counseling, group job search classes and in selected cases, educational remediation and training in specific occupations. Assistance in developing employment and income goals will also be provided.

Universal access will be achieved by offering services needed and valued by the community, at locations geographically dispersed and at Access Point community centers that maintain good customer focus. As the system develops, public service ad campaigns will be conducted to inform the general public about the availability of services. Specific targeted outreach campaigns will be developed to focus on the low income, minority, disabled, and immigrant communities.

4. *How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii), State Planning Guidance II B bullet 5]*

The Wagner-Peyser Act funded Employment Service program and the Unemployment Insurance program will be integrated into the One Stop system. Although UI claim filing will primarily be accomplished via the telephone through

centralized call centers, basic information about the UI program will be made available in the One Stop Centers. The Job Service staff have been trained to assist clients requiring or preferring in-person services with specific UI program needs, including in-person assistance with claim filing if necessary.

The Employment Development Department's Field Office #504 facility at 3120 Mission Street hosts a prototype One Stop co-location site. The EDD's long-standing Employer Advisory Committee has provided valuable feedback in the design and development of the One Stop system.

EDD shares job listings through CalJOBS and America's Job Bank (AJB).

5. *How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems? [WIA, Section 118(a)(b)(1) State Planning Guidance II B bullet 6]*

The San Francisco Workforce Investment Board will use the State adopted goals for workforce investment, welfare, education and economic development as the starting point for the discussion of local goals. Measures will be adopted relating to each of these areas.

6. *How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA, Section 111(d)(2) and 112(a)]*

The building of a strong Youth Council has been a priority in the WIA transition process. The Transitional Youth Council includes individuals who are strong youth advocates.

A primary goal of the Transitional Youth Council is the creation of a compendium of youth programs and services. Using the compendium as its base, the Youth Council will identify gaps in youth programming, and begin to identify areas of overlap, where better coordination and integration can occur.

Youth agencies that exemplify proven models of effectiveness in serving youth will be targeted to have a presence in the One Stop Centers or as an Access Point. Those agencies will provide all of the "elements" described in the WIA and in section VI of this plan.

This plan relies on the participation of a broad network of youth-serving educational and youth justice institutions, community- and faith-based agencies, and coordinating agents.

The city's application for a \$7 million Youth Opportunity Grant (YOG) is in the final stages of U.S. Department of Labor competition. It will, if funded, provide a comprehensive assessment of the needs of selected Enterprise Community youths and provide intensive outreach and services. Please see Attachment 6 for a brief summary of the YOG.

- B. *What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals? [State Planning Guidance II A.]; [WIA, Section 118(a)]*

The San Francisco Workforce Investment Board will improve the quality, career mobility, and skills of the local workforce, enhance the productivity and competitiveness of local business and industry, and increase the self-sufficiency of low income and welfare recipients. To accomplish this, we will provide customer-oriented, individualized, accountable services made possible through viable service-provider partnerships as will be set forth in our Memoranda of Understanding with our partner agencies.

Our broad strategic economic and workforce development goals are:

1. Full employment of all individuals who want or need a job;
2. Self sufficiency and decrease in welfare dependency (self sufficiency is defined as the minimum wages an adult must earn to make ends meet for his or her family size without government assistance);
3. Increase in the knowledge/skill attainment of our labor force;
4. More efficient and effective linkage between labor supply and demand;
5. Customer satisfaction – including both employers and job seekers;
6. Continuous improvement and cost effectiveness in all aspects of operations;
7. Fostering of high performance and safe workplaces;
8. Career mobility for those who desire and seek it; and
9. Achievement of a living wage.

To attain these goals, through the development of a more skilled workforce, we will create a system that provides:

- Universal and easier access to services and information;
- A network of community-based, culturally-sensitive service providers;
- Individual up-front assessments to identify skills, aptitudes, experience, barriers, and interests;
- Emphasis on workplace fundamentals;
- More training to upgrade the skills of current workers;
- Expansion of self service features within our One Stops and Access Points;
- Use of learning resources accessible electronically, with training on the use of technology to ensure benefit;
- Consumer information that provides a better match between training needs of participants and training resources;
- Training in vocational English-as-a-Second Language for the large immigrant population;
- Integration of and connection to infrastructures for childcare, transportation, education and training, affordable housing, etc.;
- Expansion of opportunities for low income persons with multiple barriers to employment in On-the-Job training through union apprenticeship programs;
- Promotion of hiring and On-the-Job Training to enable disadvantaged job seekers to attain higher skilled and higher paying, career advancement positions;
- Use of mentors and other coaches and learning facilitators;
- Co-location of counselors and social workers that can provide assessment, assistance, and referrals for mental health, alcohol and substance abuse, domestic violence, and mental and physical disability and accommodation issues;
- Access to resources that can provide lifelong learning; and
- Long term follow up.

The lists above are illustrative, not exhaustive, for the five year period of this plan.

C. Identify organizations involved in the development of your local vision and goals.

All One Stop partners, Access Points, and interested parties were invited to be involved in the development of this Five-Year Plan vision and goals, as well as representatives of City and County departments, the city's educational institutions, and the associations formed of service providers and rights groups. Additionally, we enlisted the input of organizations and agencies that provide the following services: mental health, subsidized housing, homeless, refugee, economic development, including chambers of commerce, education, other specialized business associations, welfare, youth and differently-abled advocacy groups, child care, transportation, veterans and other community-based organizations. Please see Attachments 3 and 4 for listings.

III. LABOR MARKET ANALYSIS

The Planning Guidance and Instructions request information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation, key occupations, the skills needed to attain local occupational opportunities, growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the local area will be involved in them.

In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.

A. What are the workforce investment needs of businesses, job-seekers and workers in the local area? [WIA, Section 118(b)(1)(A)]

In general, employers need a trained workforce with good basic skills and a strong work ethic. Good basic skills include reading and comprehending instructions, writing clearly, being punctual, being reliable, being pleasant to customers and coworkers, and having initiative and desire to grow. Business also appreciates creativity, a basic understanding of business, and familiarity with diversity in the workplace.

Smaller employers need the ability to upgrade the skills of their current workforce. Supervisors and front line managers require skills to successfully interact with a diverse workforce and other strategies for reducing turnover. Ideally, they would like prompt responses to requests for assistance.

Job Seekers will generally find a better job market than in previous years. But many job seekers still do not know how to conduct an efficient job search, how to interview, where to find basic information relating to jobs and careers or how to meet the minimum expectation of employers. Additionally, many job seekers lack basic arithmetic and verbal and writing skills.

Numerous studies cite an emphasis on "soft skills." An increasing number of jobs, especially within major growth sectors, require job seekers to possess the ability to work as part of a team, problem-solving skills, basic communication skills including active listening, observation skills, and a familiarity and comfort with technology tools.

Case management and supportive services to address multiple barriers to employment, as well as specified vocational training, are effectively provided by community-based organizations. Contracts for services to specialized populations will ensure adequacy of targeted funding for comprehensive approaches to employment training and placement.

In order to maintain continuous participation in the workforce, job seekers must resolve other problems. Many of these problems are related to alcohol or drug use, lack of childcare or transportation or other personal and family dysfunction.

Existing workers need to access affordable, flexible education and training opportunities that allow them to add to their current skill set to stay competitive in their industry, and to avail themselves of opportunities for advancement and promotion. Many workers have some of the same deficiencies mentioned above in relation to job seekers.

B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6. and WIA, Section 118 (b)(1)(A)]

Efforts are continuous to gather and report information on change taking place in the workforce:

- EDD's Labor Market Information Division has actively assisted the PIC to develop a "menu" of labor market products specifically tailored to the needs of the emerging workforce investment system in San Francisco;
- PIC's Job Vacancy Survey asks for information from 10,000 West Bay employers (San Francisco, Marin and San Mateo) about their total workforce and about those occupations in which they have current job openings; and
- PIC's annual occupational survey provides information about in-demand jobs in San Francisco. See Attachment 7 for sample pages from "Occupational Outlook San Francisco," a 1999 publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee.

The WIB will convene a forum of employers and training providers to discuss how best to meet local workforce development needs. Participating employers will provide detailed information on current job opportunities and specific skill requirements (soft and hard skills) to promote the development of essential employment competencies. In addition, the employers on the PIC/WIB and the EDD's Employer Advisory Committee will be primary sources of employer input using "Sector analysis" and/or "Gap analysis" techniques.

Beyond these specific sources of information, the WIB will seek ongoing analysis of local and regional labor markets, occupational growth areas, and the skills required for gainful employment. To this end, the WIB will seek to develop or sponsor an independent analytic unit devoted to generating both short- and long-term economic and employment information. Such a unit might be under contract to the WIB, lodged in a municipal or county agency, or funded as an independent agency.

C. What are the current and projected employment opportunities in the local area? [WIA, Section 118(b)(1)(B)]

For a full description of the San Francisco business environment, please see the ongoing studies of the City's Planning and Economic Development Departments, the forecasts of the Association of Bay Area Governments, and reports of the San Francisco Chamber of Commerce, local banks, and utility companies. The State's Department of Finance and

EDD Labor Market Information Division also publish useful data on the city's changing population and role in the California economy.

San Francisco's diverse economy provides a sizable core of entry level employment opportunities. As shown in the table below, a projected 21.9% of jobs in San Francisco are found in clerical and administrative support occupations. Additional entry level jobs are found within the Service occupations with jobs at diverse skill levels including security guards, building maintenance workers, restaurant workers, commercial artists, and computer programmers. Service occupations account for another 16.5% of total jobs projected in 2002.

SAN FRANCISCO COUNTY Employment Projections by Industry 1995 - 2002

INDUSTRY	SIC	ANNUAL AVERAGES		ABSOLUTE	PERCENT
		1995(2)	2002	CHANGE	CHANGE
TOTAL NONFARM	10-99(ex 88), 074,075,078	513,300	564,400	51,100	10.00 %
GOODS PRODUCING	10-39	47,700	51,500	3,800	8.00 %
MINING & CONSTRUCTION	10-17	12,100	14,800	2,700	22.30%
MANUFACTURING	20-39	35,600	36,700	1,100	3.10%
SERVICE PRODUCING	40-99(ex 88), 074,075,078	465,600	512,900	47,300	10.20 %
TRANSPORTATION & PUBLIC UTILITIES	40-42,44-49	33,900	34,100	200	0.60%
TRADE	50-59	96,300	103,200	6,900	7.20%
FINANCE, INSURANCE, & REAL ESTATE	60-65,67	65,500	63,800	-1,700	-2.60%
SERVICES	74,075,078	190,400	237,500	47,100	24.70%
GOVERNMENT		79,500	74,300	-5,200	-6.50%

Source: CA Employment Development Department, Labor Market Information Division.

1. Employment and projections contained in these tables are estimates. Employment is reported by place of work and excludes self-employed persons, unpaid family workers, domestics, volunteers and those involved in labor-management trade disputes. These data are based on 1987 Standard Industrial Classifications. Annual average industry detail may not add up to totals due to independent rounding. Government data include all civilian government employees regardless of the activities in which they are engaged. 2. March 1996 benchmark.

SAN FRANCISCO COUNTY Employment Projections by Occupation 1995 - 2002

OCCUPATIONAL TITLE (OES)	ANNUAL AVERAGES		ABSOLUTE	PERCENT	OPENINGS DUE TO
	1995	2002	CHANGE	CHANGE	SEPARATIONS
TOTAL, ALL OCCUPATIONS	513,300	564,400	51,100	10.0 %	85,350
MANAGERS AND ADMIN. OCCUPATIONS	42,730	48,380	5,650	13.2%	6,420
PROFESSIONAL, PARAPROF, TECHNICAL	129,970	147,540	17,570	13.5%	18,140
SALES AND RELATED OCCUPATIONS	56,330	63,140	6,810	12.1%	12,910
CLERICAL, ADMINISTRATIVE SUPPORT	122,500	123,520	1,020	0.8%	17,660
SERVICE OCCUPATIONS	82,260	92,930	10,670	13.0%	18,000
AGRICULTURAL, FORESTRY, FISHING	2,460	2,690	230	9.3%	150
PROD, CONST, OPER, MAT HANDLING	76,810	85,770	8,960	11.7%	12,070

Source: CA Employment Development Department, Labor Market Information Division.

While many newly created jobs will be in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with CBOs and other vendors or providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and On-the-Job Training. Basic skills remediation and English-as-a-Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will also be available through City College and other educational providers.

See Attachment 7 for the following additional labor market information —

- Lists of “top ten” occupations with the Fastest Growth, Greatest Absolute Job Growth, Most Openings, and Projected Declines;
- “Industry Trends and Outlook, 1995-2002, San Francisco County” (EDD/LMID);
- “Economic Expansion in San Francisco Since 1994” (SFSU);
- “Employment Projections and Job Growth For Low Educated Workers in San Francisco 1998-2003” (SFSU);
- Other notes with regard to the City’s economy; and
- “Occupational Outlook San Francisco” survey results for selected jobs (PIC).

D. What job skills are necessary to obtain such employment opportunities? [WIA, Section 118(b)(1)(C)]

Jobs at every level require “soft skills” including: communication skills, motivation/initiative, teamwork, leadership, and inter personal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and On-the-Job Training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience.

In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers.

English-as-a-Second Language training is critical to build the employability of San Francisco’s large and growing monolingual immigrant population.

The PIC’s Occupational Outlook surveys provide a consistent look at employer requirements. Based on EDD projections, studies by the San Francisco Chamber of Commerce and the City and County of San Francisco, contributions from educational and community-based organizations, and employer participation, occupations are selected and researched each year. Factors weighing heavily into the selection of the occupation include growing and declining industries and current employment trends (such as immense growth of the multimedia and service industries).

Results of the occupational research project include job skills, qualifications, educational levels, wages and benefits, employment trends, supply and demand assessment, and

industries employing the occupations surveyed. The results are published in the "Occupational Outlook Report for San Francisco County" and appear on the Internet at www.calmis.ca.gov. See Attachment 7 for examples of the Outlook's summary reports.

IV. LEADERSHIP

As stated in the Federal Register of April 15, 1999, "The Department [of Labor] believes that changing from the existing JTPA Private Industry Councils to local workforce investment boards is essential to the reforms of WIA [Interim Final Rule §661.305]. The Department [of Labor] strongly encourages all eligible areas to create new, fully functional local boards as early as possible, and is committed to providing assistance to facilitate such changes."

In this section describe how authority will be exercised by the local workforce investment board. [WIA, Sections 117(b)(3) and 117(d)(1)]

- A. *If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?*

The Mayor intends to establish a new Workforce Investment Board by June 30, 2000, for the purpose of planning and administering the Workforce Investment Act in the City and County of San Francisco. Until that time, he has authorized the Private Industry Council of San Francisco as the interim policy body responsible for developing and approving our Five-Year Strategic Workforce Investment Plan, and the PIC, Inc., as its corporate alter ego and the Administrative Entity for the local Workforce Investment Area, to implement that plan.

Until the Private Industry Council is replaced as a policy body by the WIB, the PIC, Inc. will continue to be grant recipient and administrator for local employment and training programs including Summer 2000 youth activities.

Composition of the new Workforce Investment Board, as currently envisioned, will consist of the minimum required by the WIA law plus any additional members designated locally. The WIB will maintain a private sector majority.

- B. *What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117(g)(1)(2)]*

The approved Conflict of Interest Code of the Private Industry Council of San Francisco complies with and (because it applies to all represented "business entities" on that body regardless of whether they are public or private, profit-making or non-profit) exceeds all requirements of section 87300 of California's Government Code and section 1091.2 of that same code. Compliance with that code is monitored and enforced by the San Francisco Ethics Commission.

Therefore any circumstance specified in section 87300 of the California's Government Code would constitute a conflict of interest regardless of the specific "business entity" represented on the Council. If an entirely new San Francisco Workforce Investment Board is formed, the Conflict of Interest Code for that body would have to be developed

by and approved by the San Francisco Board of Supervisors and the Mayor, on behalf of the State's Fair Political Practices Commission and compliance would be monitored and enforced by the San Francisco Ethics Commission.

Because the exemption for "private industry councils in section 1091.2 of California's Government Code does not appear to extend to "local workforce investment boards", it is clear that, if one of the first three options specified in paragraph IV.A. of the plan is adopted, the Council should be able to comply with the requirements of section 121 (c) of the Act immediately but, if one of the last three options specified in the same paragraph is adopted instead and the State law is not promptly amended, it is not yet clear how or when the latter could comply with section 121 (c) of the Act because it would be subject to the blanket contracting prohibition provided in section 1090 of California's Government Code.

C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)]

It is not yet clear what kind of a Master Partnership Agreement, if any, the Mayor and the Private Industry Council (if it is certified to be the Alternative Entity for San Francisco's Workforce Investment Board) or a Newly-Formed San Francisco Workforce Investment Board (once it has been certified) would want to form with respect to "local program oversight" and any other issues they elect to incorporate into such an agreement.

The master partnership will develop marketing/public relations campaigns that will highlight workforce issues in the community and act as a catalyst for bringing together business and community resources to address these issues. They will also assume a leadership position to realign current education and training resources to more strategically address workforce needs.

D. How will the local board assure the local system contributes to the achievement of the State's strategic goals?[WIA, Section 118(a)]

San Francisco's strategic plan maintains a vitally needed focus on closing the employment gaps for targeted "hard to serve" persons, while also addressing the employment needs of the "universal" population. (See State Plan, Sec. III, A, 3, pp. 7-8.)

E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117 (f)(1)(A) and (B)]

The Private Industry Council or the San Francisco Workforce Investment Board will not authorize its staff to provide any "training services" without a written waiver from the Governor.

F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]

The Private Industry Council of San Francisco is subject to San Francisco's Sunshine Ordinance, a copy of which is enclosed with this plan (see Attachment 8). It specifies "... how the public (including persons with disabilities) shall have access to ... meetings (of the Council and of its committees) and activities including local (Council) membership, notification of meetings, and meeting minutes."

As with other civic bodies of the city, the WIB will provide wide dissemination of its agendas, each of which contains instructions for accessing a personalized help system to ensure accommodations for the disabled and for the language-impaired.

V. LOCAL ONE STOP SERVICE DELIVERY SYSTEM

The cornerstone of the new workforce investment system is One Stop service delivery, which makes available numerous training, education, and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One Stop system must include at least one comprehensive physical center in each local area that must provide core services and access to programs and services of the One Stop partners. The system may also include a network of affiliated One Stop sites and specialized centers that address specific needs.

In this section describe how services will be coordinated through the One Stop service delivery system.

- A. *Describe the One Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One Stop centers and the other service points in your area.*

San Francisco will build on and integrate existing services to establish a coordinated One Stop system. The One Stop System in San Francisco includes our neighborhood-based Career Centers, a rich network of community-based organizations (CBOs), the Community College, the home offices of a number of key public agencies, a number of key business initiatives and organizations, and an Internet-based One Stop information system.

There are currently two One Stop Career Centers in operation. Our flagship Career Center, called Career Link, opened in November 1997, at 3120 Mission Street, in the Mission neighborhood. A second, still-developing Career Center was opened in 1998, at 1800 Oakdale Avenue, in the Bayview Hunters Point neighborhood. Two additional sites have been contemplated, if we can identify sufficient resources. We know that funds will be limited and we will be setting priorities. Having multiple One Stop Career Centers strategically located throughout the City would facilitate our goal of universal access to the system.

Each Career Center will have the full compliment of Core services, and most, if not all, Intensive Services. Each site will have the flexibility to configure and deliver services in a manner that best suits the local population. Specifically, services may be tailored to meet the unique language needs or culture of users of each site. The Career Centers serve as central repositories for employment information including directories of available jobs, information on skills needed for specific jobs and skill sets useful in multiple careers, and labor market analysis and projections. The Centers provide job placement as a service both to business and job seekers, and will be promoted as "business assistance centers."

All mandatory partners will contribute to service delivery at the Career Centers. We will also identify opportunities to engage additional, non-mandatory partners to provide services on-site at the Career Centers. For example, we will work with appropriate community-based organizations to outstation their staff at the Career Centers. This will facilitate outreach to the local community and enable us to import specialized knowledge

and long standing professional relationships that enhance our ability to serve Career Center clients.

The role of CBOs in the emerging One Stop System is changing. We are working to strengthen the capacity of key CBOs to provide a high standard of direct services to clients. For example, we envision more partnerships between CBOs and the Community College, in which the basic skills, job readiness and job placement services of CBOs are provided as wrap around support to individuals before, during, and after they participate in education or training at the Community College. We will also explore that option of certifying specific CBOs as Career Centers, with the full menu of Core Services and the ability to authorize Intensive or Training services funded under WIA.

Community based organizations are often the most appropriate venue to serve individuals with multiple barriers to employment. In addition to using Individual Training Accounts (ITAs) for adults and older youths, San Francisco will use competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment.

Easy access to current information about services, education, training, the labor market and specific job opportunities is a critical component of the One Stop System. San Francisco's One Stop information system is nearing completion and will be universally accessible through the Internet. The Career Centers and over 20 community partner locations, called "Access Points," have computer terminals and service support to assist clients to utilize this information system.

Developed with funding from a state One Stop Implementation Grant and a One Stop Technical Assistance grant, San Francisco's developing One Stop information system, as currently envisioned, will include a central database of clients that will be used to match education, training needs and experience with available opportunities, programs and employment. Further, this database will be used to identify skilled workers and monitor effectiveness of the system. The One Stop information system will ensure that services can be identified and accessed from multiple entry points within the system. See a brief One Stop Information System "Status Report" in Attachment 5.

The central client information database will provide for secured, password-protected access to individual client records to assist in case management and tracking. Sensitive information will be provided with written client consent on a strictly need-to-know basis. Partners may collect additional information for their own records that will remain privileged.

San Francisco is fortunate to have the active involvement of business and organized labor within it's One Stop System. Business and labor will continue to act as partners in training and hiring initiatives such as San Francisco Works, Job Network, business round tables linked to specific Community College programs, the School to Career Partnership, and the many smaller scale initiatives present in our system. Business and organized labor also provide critical insight into the most current job skills that workers will need and function as links to job placement.

San Francisco has a First Source Hire program that requires certain businesses that contract with the City, or build or expand their facilities, to consider hiring economically disadvantaged individuals for new jobs before other applicants. The First Source Hire program will be integrated into the One Stop System as a source of job information and for our business partners, a mechanism to recruit job applicants.

As the One Stop System evolves, we will ensure that workforce planning and funding decisions not formally under the direction of the WIB are also coordinated with the system. For example, expenditures of Welfare to Work monies, the Community Development Block Grant, and Redevelopment Agency resources will also support a coordinated One Stop system.

Please see Attachment 4 for a summary of the One Stop San Francisco Centers and Access Points.

- B. Describe the process used for selecting the One Stop operator(s) [WIA, Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One Stop operators. [Interim Final Rule § 667.600 (b)(1)]*

San Francisco's One Stop development to date has been the product of voluntary cooperation. We envision a dynamic consortium of mandated partners and affiliates providing services throughout the One Stop Center system. Discussions among these partners are currently taking place regarding the organizational and decision making structures, as well as fiscal accountability and liability. We recognize that there are substantial conflict of interest issues to clarify and resolve.

A procedure will be put in place to designate a One Stop operator, and there will be a policy to handle appeals.

- C. How will services provided by each of the One Stop partners be coordinated and made available in the local One Stop system? [WIA, Section 121(c)(2)]*

San Francisco's One Stop System will coordinate services through co-location of staff, staff job duties and services in the Career Centers, integration of funding streams (to the extent possible), and broad use of the Internet-based One Stop information system. The One Stop Partners are currently undertaking an inventory of services provided by partner agencies at our Career Centers to identify Core and Intensive Services available, gaps in these services, and opportunities for greater integration. We will undertake this process at each site, with a commitment from the Partners to identify funds from WIA, Wagner-Peyser and other sources, to fill identified needs. To the extent possible, services will be integrated even if funding streams remain separate.

We will identify opportunities to use existing employment service funding within the system to advance the goal of universal access. Wagner-Peyser and WIA funds (except dislocated workers) do not limit eligibility for service to specific groups. We will therefore, within the limits of funds available, strive to maximize the objective of universal access with these dollars.

Coordination of the services provided by the One Stop partners will be accomplished initially through the development of Memoranda of Understanding (MOU), at the system level and/or at the individual One Stop level. Ongoing coordination will be the responsibility of the WIB.

The continuing development of an electronic infrastructure, effective communication, co-location of staff from partner agencies, shared performance credit, joint marketing and informational materials, and clear policies regarding shared use of facilities and equipment will foster greater integration of services. In addition, coordination of services will be enhanced through the development of a city-wide approach to staff development, training and technical assistance.

D. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]

The full compliment of mandated Core services will be available at each One Stop Career Center. Our Career Link site currently offers various eligibility determinations, outreach, intake, orientation, initial assessment, job search and placement, career counseling, labor market information, job listings, information on supportive services and unemployment insurance filing, and follow-up counseling. At our Bayview Career Center we are at an earlier phase of incorporating all of the core services. While many of these core services are currently linked to specific partner funding streams, our goal within five years will be to fully integrate these services for universal access. Establishing a common intake and assessment will be a first step in this process. Any additional Career Center sites will have a similar Core services menu, with some specialization to be established among the sites.

Specific intensive services, such as specialized assessment, development of employment plans, and group and individual counseling, will be available through each One Stop Career Center. San Francisco will also secure Intensive and Training services using ITAs and competitively-procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment (for example, case management for welfare recipients or short-term job readiness for the long-term unemployed).

Individuals who, at the point of initial assessment, present multiple barriers to employment or are identified as strong candidates for Training Services will be moved directly into specialized assessment and linked with appropriate training services. It is our intention to have the transition from Core, to Intensive, to Training Services be immediate from the perspective of the client. (We do not want to have the client experience a failure-based system.)

Memoranda of Understanding will prescribe the services and resources that will be provided by each partner agency of the One Stop. Calculations of agency contributions will be developed and may vary according to function and size of program, prorated according to a formula based on staff size and funding levels, or otherwise negotiated.

For all programs, to achieve more effective coordination, the WIB will be active in responding to solicitations from the State and federal governments and in seeking partnerships with private grant-makers (corporations, foundations, etc.). We will initially focus our efforts on special youth programs and projects, consistent with the goals and objectives established in this plan.

E. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers, and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10) and Section 121(c)(2)(A)(ii)]

Services funded through WIA Title I funds are not sufficient to offer a broad range of services to either job seekers or employers. Additional funding from partner agencies and from outside federal, State, local and private sources will greatly expand the level of participation and range of options open to these customer groups. The redirection of other community resources into a more strategic focus will also create the effect of an actual workforce development system that is visible and acknowledged in the community as something of value to a broad customer base.

F. Describe how the local system will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farmworkers, public assistance recipients, women, minorities; individuals training for non-traditional

employment, veterans, individuals with multiple barriers to employment, older individuals, people with limited English speaking ability, and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17) and Section 118(b)(4)]

San Francisco will ensure universal access to the One Stop System, with a special commitment to serving individuals with multiple barriers to employment. Included in this group are homeless individuals (especially homeless youths), dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; older individuals; people with limited English speaking ability; and people with disabilities.

Information regarding One Stop services will be sent to the appropriate agencies and organizations that serve these populations. When warranted by sufficient service levels, representatives of the organizations who serve these special populations will be located directly in a One Stop Center under a negotiated arrangement. Special community events may be held, such as Job Fairs or Job Search clinics, that focus on one or more of these subgroups. We plan to incorporate information about and training in nontraditional occupations throughout our workforce investment system.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, we will provide rapid response activities onsite, if appropriate, to the affected workers.

Those with limited English proficiency will be offered services including but not limited to appropriate ESL or contextualized ESL and job training programs.

But generally, the One Stop Centers will meet the needs of the special populations described above through the delivery of core, intensive and training services described below.

Core Services: As part of our core services, the One Stop Centers will provide outreach, intake and orientation to the information and other services available through the One Stop. Other services include initial assessment of skill levels, aptitudes, abilities, barriers, and supportive service needs, job search and placement assistance and where appropriate, career counseling and the provision of employment statistics information. Job vacancy listings will include information on job skills necessary to obtain such jobs, information relating to local occupations in demand, and the earnings and skill requirements for such occupations. Core services will also include information and counseling about each individual's self sufficiency standard — the wage needed to make ends meet without government assistance.

Additional core services include performance information and program costs on eligible providers of training services, youth activities, adult education, post-secondary vocational education, activities available to school dropouts, and vocational rehabilitation programs.

Staff will also provide information on local performance of the One Stop delivery system. We will make available accurate information relating to the availability of supportive services, including childcare and transportation, and make referrals to such services when appropriate.

One Stop staff will instruct individuals on filing claims for unemployment compensation, provide assistance in establishing eligibility for welfare-to-work activities and other programs of financial aid for training and education programs that are not funded under

WIA. Last, we will deliver follow-up services, including counseling to increase job retention, for participants in workforce investment activities who are placed in unsubsidized employment.

Intensive Services: The One Stop Centers will deliver more intensive services to individuals who receive core services but who are still unable to find employment, provided they are determined to be in need of such services. Staff will also provide intensive services to those who need such services in order to obtain or retain employment that allows for self-sufficiency.

Intensive services will include the comprehensive and specialized assessment of the skill levels and service needs of the individual, including diagnostic testing and assessment. It may involve in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals, and the development of an individual employment plan to identify appropriate employment goals, achievement objectives and mix of services.

Intensive services also may entail group counseling, individual counseling, career planning and case management for participants seeking training services. Short-term prevocational services will teach skills relating to communication, interviewing, punctuality, personal maintenance and professional conduct to prepare individuals to get and keep a job.

Intensive services may include appropriate work experience, job coaching and supported employment, remedial basic skills education, intensive job search instruction, individualized job development and placement, as well as work readiness and “soft skills” training.

Training Services: The provision of training is subject to an interview, evaluation or assessment and case management that determines if they are in need of training and have the skills and qualifications to successfully participate in the training program they select.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, and programs that combine workplace training with related instruction. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy, or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Individuals needing specific occupational training must select from a list of eligible providers of training services, except where on-the-job training or customized training is available and appropriate.

San Francisco may purchase Core, Intensive and Training services as needed, using ITAs and competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment. The Act’s subsection 134 (d)(4)(G)(ii) provides that “Training services ... may be provided pursuant to a contract for services in lieu of an individual training account if ... the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.”

ITAs and contracts for adults and older youths may include package services which merge, for example, literacy and job skills training, or provide flexible delivery by more than one provider.

- G. *When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services? [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines IV B 5]*

WIA identifies “special populations that face multiple barriers to employment” as low-income individuals who have substantial language or cultural barriers, are offenders, are homeless or have other barriers to be identified by the Governor. San Francisco will augment this target group to include, for example, individuals with long-term welfare dependency, those with low basic reading and math skills, mental or physical disability, learning disability, alcohol or substance abuse, criminal record, long-term unemployment, computer illiteracy, single parent home or unstable family environment, dislocated workers, elderly workers, persons with a lack of labor force attachment, and those with a past inability to achieve a living wage.

These examples show the kinds of barriers for which we will develop criteria and establish priorities. It is our intention that fundamental priority go to the most in need.

The WIB will set priorities for funding services to these populations on an annual basis, and will review usage and outcome data on a frequent basis to ensure that services are being effectively delivered.

- H. *How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]*

The WIB will generally adopt policies covering the programs and activities under its purview that are similar or identical to those used by the City and County. In matters of procurement, non-discrimination, equal opportunity, and sunshine requirements, municipal government leadership will normally be followed.

See Section VIII Assurances, item N below (compliance with section 504 of the Rehabilitation Act and the Americans with Disabilities Act).

- I. *How will systems to determine general job requirements and job lists, including Wagner-Peyser Act provisions be delivered to employers through the One Stop system in your area? [State Planning Guidance IV B.6. and WIA, Section 121(b)(1)(B)(ii)]*

The Job Service will offer partners the use of CalJOBS, Program Activity Support System (PASS), Employer Contact Management System (ECMS) and the Activity Calendar and Event Scheduler (ACES). The ECMS may be used to coordinate employer outreach for job identification contacts and solicitation of entry-level and other job listings made by the One Stop system.

- J. *What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance I B.7. and WIA, Section 121(b)(1)(B)(ii)]*

The Job Service will schedule profiled claimants for Initial Assistance Workshops to complete Individual Employment Plans and refer claimants to other reemployment services as appropriate. All basic core services will be available to these claimants through the One Stop system. If necessary, a contract for additional services may be provided to the appropriate agency.

- K. *How will you ensure that veterans receive priority in the local One Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA, Section 121(b)(1)(B)(ii)]*

EDD's CalJOBS system includes a Veteran's Hold to ensure that veterans will receive priority for Wagner-Peyser funded labor exchange services.

- L. *What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]*

Job Service staff will continue to provide universal access and priority of service for veterans in the One Stop system, and veterans will be notified of their legal right to priority for Wagner-Peyser funded services. Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (LVER/DVOPS) will be co-located in (at least) the One Stop Career Link Center. LVER/DVOPS staff will provide case managed intensive job services to eligible veterans and will be cross-trained and familiarized with other services throughout the One Stop system to which their clients can be directed.

- M. *How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One Stop system? [State Planning Guidance IV B.11.]*

While there appears to be little seasonal agricultural employment in San Francisco, additional information should result from the LMI activities described in section III above. Should services be needed, they will be provided.

- N. *How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [(WIA, Section 118(b)(5))]*

Business-issued layoff notifications (WARN notices) will be received simultaneously by the Mayor, the EDD Field Office, and the WIB. Depending on the timeliness and/or the numbers of employees affected, the EDD through the One Stop will generally coordinate rapid response activities with the State.

- O. *How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 118(b)(5), State Planning Guidance IV B.13.b.]*

As noted, the Mayor and the PIC/WIB are direct recipients of corporate layoff notifications. It is within the purview of their partnership to establish policies related to dislocated workers, develop and approve rapid response services, and evaluate and provide oversight of the programs.

Regardless of the Mayor's direct involvement, or that of his department heads, the WIB through the One Stop will assure that:

- An eligibility determination and verification system for rapid response services is maintained;
- The plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;

- There is a system for coordination with neighboring jurisdictions in cases of plant closings or mass layoffs;
- There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- Affected labor organizations are consulted in the case of any assistance program which will provide services to a substantial number of their members.

The Mayor and the PIC/WIB, through labor market analysis, will also determine job opportunities for which dislocated workers could be retrained, and ensure that the training that exists or could be provided is relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]

A One Stop team will take the lead in arranging planning meetings, in assessing the needs of workers, and in planning for the appropriate level of services. The team will include, at minimum, representatives of the WIB and EDD Job Service. Depending on the skills of the employees affected, other partners of the One Stop, Access Points, training and education providers, or CBO community will assist. When companies have multiple locations downsized, the rapid response services will be coordinated with neighboring workforce investment areas for a regional response.

Rapid Response services will begin with an initial series of meetings to create a plan of action with the downsizing company. Organized labor, if active in the company, will be invited to participate in the meetings. Following the creation of an action plan, affected workers and employers will receive specialized orientations in a group setting to assist them in accessing services available through the One Stop system. The orientation for workers will include how to file Unemployment Compensation claims and any additional services needed to transition to new employment.

Job Search assistance workshops will be provided. Placement services will be conducted in cooperation with the employer. The One Stop will make employers aware of any additional assistance available to their employees. If specialized services are needed, the One Stop will solicit the assistance of specialists (stress management, money management, etc.). If the business is no longer in operation, we will conduct target marketing to reach those workers still seeking employment.

In addition to One Stop orientations and job search assistance workshops, written information regarding unemployment insurance will be provided. Participants may enroll in the Internet-based labor exchange program, CalJOBS, prior to lay-off or as soon as possible after lay-off. Information regarding other programs offered within the One Stop system will also be provided.

Q. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)]

The WIB will identify the skill needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. We will also acquire appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of the customer. Additionally, customer satisfaction surveys will be conducted on a periodic basis that will provide feedback to allow for continuous improvement of products and services. These will include both job seekers and employers. Customized training will be expanded to better meet employer needs in the community.

Performance standards will be used to measure the effectiveness of the system including measurement of the satisfaction of both employers and job seekers. Placement, retention, and earnings gain will be measured with an emphasis on long term results. The performance data will be published and will be used to establish funding levels. A system will be developed to foster continuous improvements.

We will build a system that responds promptly to employers' hiring needs. We will expand the range of post employment services to both new hire and employer to increase job retention.

When needed, we will provide diversity training to supervisors and managers to enable them to work effectively with new hires during their initial period of employment. Specific assistance will include a possible subsidy of up to 50% of wages for specialized training, information about and certification for tax credits, recruitment and screening of new hires, and customized and specialized training based on employer needs.

In addition to the adult and dislocated worker activities and services identified above and in previous sections of the plan, we will use the services and resources from other public and private sources to maximize the services to our clients. These include the City College of San Francisco and the San Francisco Unified School District's Adult and Vocational Education programs.

We also refer individuals to community-based organizations that provide needed social services, including housing, health, mental health, domestic violence services, substance abuse treatment, and childcare and related children's services.

To assess adult and dislocated worker services, we will conduct a situational audit of the workforce development system. We will compile a comprehensive listing of available funding, review customer and partner expectations and analyze potential contributions and support of each partner. We will review legislative requirements and any pending changes in federal or State requirements, analyze our local employment base looking for sectors with high-growth, high-wage jobs, and examine the demographics and education levels of the local community.

A specialized One Stop team will coordinate enrollment of applicants in the CalJOBS Internet-based system, arrange as needed and/or required for objective assessment, community referrals, classroom occupational skills training, on the job training and specific supportive services. We expect Individual Training Accounts (ITAs) to be the primary vehicle for assisting dislocated workers.

R. MEMORANDUM OF UNDERSTANDING:

WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One Stop partners concerning the operation of the One Stop delivery system be executed. As referenced earlier, a copy of each MOU must be included with the plan.

[WIA Section 118(b)(2)(B)] The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One Stop career center system.

1. *The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]*
 - a. *What services will be provided through the One Stop system.*
 - b. *How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.*
 - c. *What methods will be used for referral of individuals between the One Stop operator and partners.*
 - d. *How long the MOU will be in effect.*
 - e. *What procedures have been developed for amending the MOU.*
 - f. *Other provisions consistent or as deemed necessary by the local board.*
2. *Identify those entities with whom you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]*

All One Stop system development to date has been accomplished by voluntary partnering efforts. We learned from it and are working to determine a structure of governance for the One Stop system. All essential MOUs will be in place by July 1, 2000.

No MOUs accompany this plan. Attachment 5 is a placeholder for including them, as they are executed. See Attachment 10 for a proposed organizational model.

3. *What process will the local board use to document negotiations with One Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]*

Efforts to work out MOUs will begin immediately. The PIC will initiate negotiations with all mandated partners. A timeline will be established for meetings and other work tasks needed to finalize the process. Minutes will be recorded, and correspondence documented. Any negotiation that does not result in a signed MOU by May 30, 2000 will be considered a "failed negotiation." Notification to the State WIB will be sent, with a history of negotiations and accompanying documentation.

VI. YOUTH ACTIVITIES

As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One Stop system. WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the local boards, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.

In this section describe the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One Stop system.

- A. *Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be. [WIA, Section 117 (h)(1)(2)(3)(4)]*

In October of 1999 the PIC began development of a Transitional Youth Council that includes representatives of the various sectors mandated for participation on the Youth Council under WIA. This entity will develop the youth RFP policies and the initial planning for youth programs, including the Summer Program. With the establishment of the WIB, we anticipate a full-functioning Youth Council by mid-2000.

Through membership on the Youth Council, we will bring together a diverse and rich body of institutions, programs, community organizations, partnerships, consortia, foundations, educational institutions, and employers to initiate an historic step in a collaborative process that has been building momentum for a number of years. We shall analyze existing services to youth, identifying and filling in gaps that may exist and connecting services so that once assessed, a youth will have a development plan which will be covered by an interconnected continuum of services and opportunities flexible enough to really help an individual with individual barriers. We realize that common threads run through barriers that most youth face in becoming productive and self confident. Our system will ensure its ability to help youth through those obstacles, but it will also be flexible enough to help all youth: Youth who may need only a small amount of energy or insight to overcome the inertia of poverty or insecurity; as well as those young people who have disengaged almost completely and not only are out of school but out of touch with traditional social services and out of touch with productive elements of the economy. This demands a system that is both broad and deep; a system that includes focused outreach; a system that is interconnected and not disjointed; a system that effectively and flexibly utilizes the resources available. Our vision is such a system.

The Youth Council, which will include youth and parent representatives, will be responsible for developing the portions of the local plan relating to eligible youth. It will establish the requirements and criteria for issuance of a Request for Proposals for youth activities and oversee the competitive process used to award grants and contracts to youth serving agencies, subject to the approval of the full WIB. It will recommend eligible providers of youth activities, conduct oversight of the agencies that receive grants or contracts, and coordinate with other youth activities in the area. The WIB chairperson will assign additional duties as the need arises.

The Youth Council will be in a leadership position to act as a catalyst and advocate for youth in our community. It will serve as the vehicle that:

- Is responsible for the coordination, development of standards, oversight, monitoring and accountability of youth programs/activities;
- Develops a mechanism/forum for communicating youth and employer needs and concerns;
- Sets the tone for a more integrated and comprehensive systematic approach to service delivery;
- Develops incentives for organizations to "work and think" differently and incentives for encouraging the participation of youth with multiple barriers; and
- Develops stronger partnerships with the private sector concerning workbased learning opportunities/incentives and sustainability.

B. How will youth services be connected with your One Stop delivery system? [Interim Final Rule § 664.700]

A virtual One Stop Internet-based information system is nearing completion of which youth services are an integral component. We see the One Stop approach as a *system*, rather than a physical Center. Turf, transportation and other issues would be major

deterrents if services and information were only available at a select number of locations. Neighborhood based services should remain and be coordinated with the myriad of services needed to move young people into self-sufficiency.

As the One Stop system evolves, coordination of services for youth will be enhanced through strategies such as:

- An electronic data base and universal data collection system and application that can be shared with varying levels of access that builds on a "continuum of care system" for youth as they enter and exit the various program activities and elements;
- Streamlining a mechanism for broad based recruiting and referral of youth to appropriate services/activities;
- Increasing publicity and visibility of programs;
- Coordinating with other agencies for support services (child care for young parents during work hours, disability support and training services for youth with special needs);
- Creating a Service Directory that is both printed and web-based;
- Ensuring youth services are incorporated within its design;
- Making available timely information regarding providers and services/activities available;
- Certifying of providers; and
- Providing specialized community training (CBOs training one another).

We envision a variety of relationships between the One Stop Centers and the youth-serving agencies, ranging from referral and co-enrollment to shared facilities and staff. All One Stop Centers will provide services to eligible youth, and 18-21 year olds may be co-enrolled if appropriate.

An area of increasing concern to the Transitional Youth Council is the number of out of school youth. More appropriately stated, we are increasingly concerned about the inability of our current systems to reach, connect with, and engage a growing number of our urban youth. The Youth Council will pay special attention to this group, taking advantage of initiatives begun by the Urban/Rural Opportunities Grants, Youth Opportunities Grants, CBOs, and School District and City College efforts.

C. Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IV B. 14.]

The Transitional Youth Council identified a number of large employment and training efforts that exist in San Francisco and acknowledged that there have already been initial steps taken toward coordinating these efforts in a more systematic way. However, better assessment and tracking of youths' needs and services are needed to reach young people with special needs and who face multiple barriers to employment. The creation of a more integrated system will enable us to effectively develop plans and clear paths for young people that are comprehensive and appropriate for their needs. The following youth programs have participated in the development of this plan:

- Job Corps (new for San Francisco), Jobs For Youth, School to Career Partnership, PIC sponsored youth initiatives, Conservation Corps, Youth Build, Private Sector Internship Opportunities, San Francisco Youth Works, Workreation, and Mayor's Youth Employment and Education Program.

- D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, sections 118(b)(6)]*

There are currently a large number and variety of agencies providing youth activities in our city, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, and youth development. Although numerous services exist, they are not always available in sufficient quantity, coordinated, or accessible to those youth who are most in need.

The city has a diverse array of successful providers, including EDD, Jobs For Youth, City College, the School to Career Partnership, and many others. The successful CBOs operating in the neighborhoods will be strengthened as One Stop Access Points. The provider system will have well defined goals and processes that are easily understandable, measurable, and accountable. Measurements will emphasize participant success and collaboration over competition. The system will be flexible enough to accommodate change.

We plan to conduct a survey to collect and review performance data and feedback from young people, parents and families, business, and service providers to ascertain the level of satisfaction with the services given and received. This will allow us to continuously improve both the system and individual agencies, and give us a baseline from which to work on any new plans or programs and to establish accountability goals.

- E. What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule §664.400, State Planning Guidance, IV B. 14]*

A major focus of the Youth Council will be the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs.

Initial efforts will focus on developing a more integrated system with the Probation Department, Human Services Department, Foster Care System, and the School District's special education programs. Youth Council representatives from foster care, education, welfare and probation will assist in this process.

Consideration will be given during the RFP process to entities that assist youth who have multiple/special barriers including youth who are transitioning from foster care or the youth authority system, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance will be provided to selected providers to further develop staff capacity in working with the various target populations. If the initial RFP process does not identify appropriate providers for these populations, a targeted RFP may be released.

- F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]*

Of the Program Elements identified in WIA Section 129(c)(2) and the State Plan, all will be developed and made available in our community network. The Youth Council intends to survey and review organizations that provide each of these elements, and to ensure quality services are available throughout the city.

The basic principles of this plan include system wide up-front assessment and plan development, comprehensive services throughout the city, and leveraging of resources so that each agency can do what it does best. As critical facets in this system we will include all of the State and Federal design elements as follows:

1. Preparation for post-secondary educational opportunities

Youth programs will provide activities that strengthen basic academic functioning to prepare students to meet minimum requirements for post secondary training. In selected cases, vocational classes taken in the last two years of high school will act as the foundation for courses leading to a one or two year post secondary certification program, or to an Associate degree.

2. Strong linkages between academic and occupational learning

There are sizable year-round programs in which industry clusters (or Pathways) have formed in the School-to-Career context. "Pathway Advisory Boards" have been formed or are in process for a variety of industry clusters such as Business and Finance, Travel and Tourism, Information Technology, Construction and Engineering, and Health Science. These advisory boards are designed not only to develop education-rich work-based learning opportunities, but to influence the curriculum and teaching tactics of our schools, such as project-based learning.

It is our operational strategy to unite and gradually systematize these opportunities so that we may make an appropriate match consistent with a young person's developmental needs and his or her development plan. The quality of the occupational learning varies widely as does the link of that work experience back to the classroom — wherever that classroom may be.

School age youth who are participating in the WIA youth program will attend academic and occupation classes in conformance with the student's development plan. All plans will be consistent with the state education requirements and school policy and rules.

School age youth who enter the program as school dropouts will reenter a comprehensive high school and pursue academic and occupational training or reenter through the community or alternative school programs. Academics will be provided through the community schools and vocational training through the Regional Occupation Centers. The coordination of education and training will be provided through the One Stop Access Points located at these sites.

It is the task of the Youth Council to broaden the scope of work experience, ensuring both the employer and the young person are conscious of and conversant in the occupational learning that is so important. In addition, with the wide range of opportunities comes the challenge of ensuring that each work experience is linked to an academic experience. Collaboration between many of the providers discussed above has resulted in pilot projects to communicate between school and CBO to ensure that the correct people at the school are aware of the work experience in which the student is engaged. The Youth Council will expand on these pilots and make systematic this communication.

3. Preparation for unsubsidized employment opportunities

Out of school youth 18-21 will be served through the One Stop Centers or provided similar services through Access Points and participating youth-serving agencies. The building of strong basic academic and basic work skills is the focus of in-school youth programs. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability.

The Youth Council will evaluate the current state of these efforts and in collaboration with service providers develop a plan to standardize and enhance the preparation activities in San Francisco. It is important to note here that when we say standardize we mean create standards and outcomes for preparation of youth. These then can be applied to the myriad of conditions faced by youth and the large range of experience youth have in the labor market. A continuum will be established so that upon assessment we will know what the young person needs in order to move to the next level of preparedness and even to complete his or her development plan. We also understand that the delivery of such preparation will need to match the particular learning style of different youth and account for the conditions in which they find themselves. The same flexibility will be used for training of specific occupational skills, as we utilize the many existing programs while enhancing, as needed, the systematic approach to outcomes.

4. Effective linkages with intermediaries with strong employer connections

We will ensure that the Youth Council has as members intermediaries with strong ties to employers; in addition, through collaborative efforts already underway, those intermediaries not on the Council are helping to build the system that is our vision.

Examples of intermediaries with whom the Council will coordinate include: San Francisco Department of Children, Youth, and Their Families; San Francisco School-to-Career Partnership; San Francisco Youth Employment Coalition; Jobs For Youth/EDD; and New Ways Workers. We will invite other organizations to participate in order to better serve the city's youth and employer communities and to leverage resources.

Through the efforts of the Youth Council we plan to give more organization and coordination to this collaboration, using the experience and resources to both rationalize the system and better structure education-rich work-based learning experiences. This will include, among other tasks, better orientation and preparation of employers (and employee and trade organizations) for their role in our system.

Nearly 3,000 work-based experiences for youth were developed for the summer of 1999. More than half were paid internships or more traditional paid jobs. This could not happen without strong support from employers of many different industries, sizes and ownership. The City and County government, for example, incorporates youth employment into its departmental budgets. Examples of members of the business community who have been supportive throughout the years include Bank of America, Chevron, Gap, McKesson, Schwab, and PG&E.

5. Alternative secondary school services

There are a number of alternative and county community day schools in San Francisco that provide services to high achieving students and to those who are marginally achieving or are on the verge of dropping out. These schools provide additional and innovative resources to support the academic achievement and participation in employment and training opportunities with connectivity to the

workforce. WIA resources will seek to build and enhance these efforts and serve out of school youth and those who have dropped out to re-engage them to re-enter school or go on into post secondary or vocational training programs.

6. *Summer employment opportunities*

When the objective assessment and individual service strategy indicate that work experience is appropriate, eligible youth who are unable to find work may be placed in summer employment as the entry point into a year-round activity. Academic and occupational learning will be linked to the work experience, consistent with guidelines established by the Youth Council.

7. *Paid and unpaid work experience*

Paid work experience will be offered to youth who can benefit from such experiences. Work experiences will be structured to be learning experiences. Worksite supervisors will be provided sufficient training to ensure that this occurs. The work experiences will provide youth exposure to the world of work and the common expectations in the workplace. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development; the experience is not intended to provide employers with free labor.

Work experiences may include one or more of the following: Employability or generic workplace skills, exposure to an industry or occupational cluster, job shadowing and internships, basic academic skills, entrepreneurship and on-the-job training.

Many of the groups, coalitions and partnerships in San Francisco are experienced in generating and supporting paid year-round and summer work experiences for youth of diverse backgrounds and experience.

8. *Occupational skills training*

Out of school youth who lack the necessary job skills to get and keep a job will be provided occupational skills training, after an assessment, consistent with the plan developed with their case manager. ITAs and contract packages may be appropriate for older youth.

Occupational skill offerings will also be provided by the San Francisco Unified School District, the City College of San Francisco, private schools, and an eligible training provider list. Regional Occupational Centers are in operation at both Unified School and City College sites.

9. *Leadership development opportunities*

The Youth Council will reach out to human resource managers and the employer community to establish mentoring programs for youth. We will develop speaker programs that can be given at various civic, professional, and faith-based organizations to solicit their commitment regarding this and other leadership type programs.

Other leadership programs will directly involve training of the participant. These will provide training that promotes positive social behaviors and peer group interaction.

10. Comprehensive guidance and counseling

Various types of counseling will be offered through the One Stop Centers, Access Points, and CBOs that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

11. Supportive services

Supportive services will include transportation and child care assistance when needed. A wide range of other supportive services may be provided when acute needs arise, at the direction of the case manager, with careful attention to the needs of the disabled and homeless youths.

12. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]

Follow up services will track the progress of youth in employment after training. They may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that arise, assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention.

All youth, particularly those most in need, will acquire the necessary skills to successfully transition into adulthood, careers, and further education and training.

VII. ADMINISTRATIVE REQUIREMENTS

A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and Section 123]

Request for Proposals, Request for Quotes, or Request for Bids will be issued to award contracts and grants for youth services, with wide dissemination to a solicitation list of eligible youth service providers. Selections of contractors will be based on the recommendations of the Youth Council and, when developed, on the criteria contained in the State Plan.

The WIB will endeavor to develop universal procurement policies and procedures which meet the minimum requirements of all of the various funding sources it coordinates.

B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]

To build community and employer support, the WIB will implement a comprehensive performance information system designed to meet the requirements of WIA and the needs of local decision-makers for program evaluation. It will identify and define relevant, measurable performance indicators. A baseline for performance will be established, and proposed progress indicators will be determined. The Youth Council

will participate in the WIB's performance planning, including definitions, reporting and data gathering methodologies, etc., and will use jointly developed performance review procedures.

Over time, the Youth Council may propose additional elements of information collection to fully certify the competency of all bidders of youth services. Data will be compiled, where possible, to determine before and after measures to support the treatment effect.

A primary benefit of the evaluation system will be a clear determination of contractor capability and for determining the renewal of contracts. All measures will be presented to the WIB for approval before they are implemented.

Funds disbursed for any services will be based on negotiated levels of performance or performance improvement. They may be contract reimbursements (based on cost or agreed-upon schedule), tuitions or voucher payments, or other performance criteria defined in the solicitation.

WIB administrative purchases (other than salaries) will be generally procured competitively.

- C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]*

Initially the Private Industry Council will be responsible for the administration of the WIA programs, as well as the closing out of JTPA programs. As a full-functioning WIB develops, administrative tasks will be handed off. Timetables for these transitions have yet to be developed.

The San Francisco WIB requests that California's Governor ask the Secretary of Labor to waive, under section 189 (i)(4) of the Act, the local administrative cost limitation of ten percent which is specified in the Act, its Interim Final Rule, and, if still necessary, its eventual Final Rule.

- D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B), State Planning Guidance III B.1.f.]*

Solicitations for youth activities may require differing criteria, depending on the groups to be served and their presenting barriers. Generally each solicitation's criteria will be discussed and approved by the Youth Council and WIB prior to RFP or RFQ release.

Typical criteria for youth training may include (but not be limited to) cost or rate per positive outcome; quality of recruitment, screening, referral, assessment; individualized plan development; curricula of job training; case management and support systems; job placement activities; community infrastructure and track record; and coordination with employers and the workforce development system.

- E. What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). [WIA Section 101(13)(C)(vi)]*

Persons aged 14 to 21 years who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special

education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, and homeless persons.

VIII. ASSURANCES

- A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]
- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
 1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
 2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
 3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]

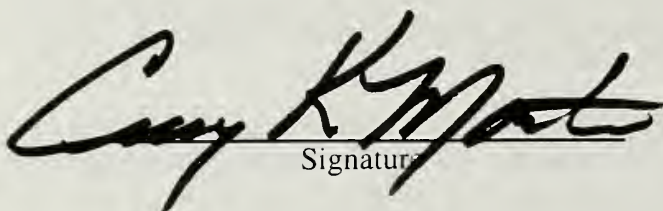
- K. The Local Workforce Investment Board certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans, and that affirmative action plans have been included for designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- M. The Local Workforce Investment Board has developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).
- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This plan represents the City and County of San Francisco Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

On Behalf of the Alternate Entity for
San Francisco's Workforce Investment Board



Signature

Craig K. Martin

Name

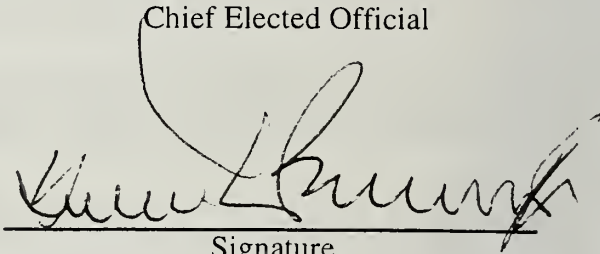
Chairman, Private Industry Council
of San Francisco

Title

Feb. 25, 2000

Date

On Behalf of the San Francisco
Chief Elected Official



Signature

Willie L. Brown, Jr.

Name

Mayor, City and County
of San Francisco

Title

Feb. 25, 2000

Date

ATTACHMENT I - NEGOTIATED LOCAL MEASURES OF PERFORMANCE**PRELIMINARY LOCAL PLANNING INFORMATION
PERFORMANCE MEASURES FOR
WORKFORCE INVESTMENT ACT, TITLE 1, SUBTITLE B**

Section 136(c)(2) of the Workforce Investment Act (WIA) requires that the Local Workforce Investment Board, the Chief Elected Official and the Governor negotiate and reach agreement on the local levels of performance which are based on State adjusted levels of performance. WIA Section 136(b) requires that the Secretary of Labor and the Governor reach agreement on state levels of performance for each of the core indicators of performance and the customer satisfaction indicator for the first three program years covered by the State Plan.

In order to begin this process, the U.S. Department of Labor (DOL), Region VI, has requested that states produce data on the proposed WIA performance measure calculations, based on unemployment insurance wage records, using the most recent Job Training Partnership Act (JTPA) population. States may also choose to produce data on Job Service program participants as a substitute, or proxy, population for participants who will receive intensive services under WIA. Participants who receive intensive services under WIA are to be included in the WIA performance measurements.

Local Workforce Investment Areas (local areas) will have this data based on current JTPA Service Delivery Area configurations and October 1999 JTPA populations. No regression analysis will be applied to this data. Local areas that target special population service needs should use this information as part of the negotiation process.

The attached sheet is the format California plans to use to submit the negotiated levels as part of the State Plan. In order for the State to plan and negotiate effectively with DOL, local plans will use the same format when planning and negotiating levels with the State. The format reflects each of the performance indicators for adult, dislocated worker, youth (19-21), and youth (14-18). Local plans will also address the strategies that will be used to achieve the customer satisfaction performance indicator.

ATTACHMENT 1 (CONTINUED)

LOCAL AREA PERFORMANCE NEGOTIATIONS MATRIX
TITLE I CORE AND CUSTOMER SATISFACTION PERFORMANCE INDICATORS

Performance Indicator	PY 2000	PY 2001	PY 2002	ADDITIONAL INFORMATION
Adults				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Dislocated Workers				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (19-21)				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (14-18)				
Diploma or Equivalent				
Attainment Rate				
Skill Attainment Rate				
Retention Rate				
Credentialing Rate				
Customer Satisfaction				
EMPLOYER				
Customer Satisfaction				
PARTICIPANT				
Customer Satisfaction				

ATTACHMENT 2 - COMMENTS THAT REPRESENT DISAGREEMENT WITH THE LOCAL PLAN**PUBLIC COMMENTS
FIVE-YEAR STRATEGIC WORKFORCE INVESTMENT PLAN**

Attached are documents submitted in response to the PIC's request for public review and comment on it's Jan. 25th Draft Five-Year Strategic Workforce Investment Plan for San Francisco.

Included are all comments received by the close of business Thursday, Feb. 24, 2000. Entries 10, 11, 12 and 19 were received late in the process, were responded to by the PIC (copies included), and may be considered at future meetings of the transitional bodies.

Comments Received at Public Meetings:

1. Bay Area Legal Aid, Steven Bingham, 2 pages;
2. Committee of Contracting Agencies, Craig King and Zelda Saeli, 5 pages;
3. Equal Rights Advocates, Doris Y. Ng, 8 pages;
4. Homeless Employment Collaborative, Gary Knoblock and Rebecca Brockert, 2 pages;
5. One Stop Access Point Collaborative, unsigned (Maria Olivares?), 4 pages (excerpts);
6. San Francisco Housing Authority, Buddy Tate Choy, 2 pages;
7. Young Community Developers, unsigned (Dwayne Jones?), 2 pages;

Comments Received by U.S. Mail:

8. Korean Center, Inc., Youn-Cha Shin Chey, 1 page;
9. Walden House, Jennie Carpenter, 2 pages;
10. Mrs. Betty J. Baham (2 pages);
(PIC response, 2 pages);
11. Ms. Luciana Profaca, California Department of Rehabilitation, 2 pages;
(PIC response, 3 pages);

Comments Received by Facsimile:

12. California Employment Development Department, Lucy Scarbrough, 3 pages;
(PIC response, 1 page);

Comments Received by Internet e-mail:

13. Council Member John R. Cammidge, 1 paragraph;
14. (Specific source unidentifiable), "JKM227", 3 paragraphs;
15. Intercultural Institute of California, Jack Suss, 3 paragraphs;
16. Self-Help for the Elderly, Lau M. Leong, 3 paragraphs;
17. Swords to Plowshares, Michael Blecker, 1 paragraph;
18. Council Member John R. Cammidge, 2 pages;
19. Donna Feingold, Toolworks, 2 pages;
(PIC response, 1 page).

Bay Area Legal Aid

San Francisco Regional Office

225 Bush St., 7th Fl.

San Francisco, CA 94104

Tel: 415-982-8399, Ext. 316

Fax: 415-982-4243

E-mail: sbingham@baylegal.org

February 10, 2000

Members

WIA Strategic Transition Team

Hand-Delivered

Re: COMMENTS TO FIRST DRAFT OF SAN FRANCISCO'S INITIAL, FIVE-YEAR, STRATEGIC WORKFORCE INVESTMENT PLAN

Dear Members of the Transition Team:

Preliminarily, I wish to register my general support for the comments presented by the Executive Committee of the Committee on Contracting Agencies. This letter adds some additional comments of concern to future "consumers" of WIA services.

Local Vision and Goals

While I understand that it may be simpler to only provide narrowly focused answers to questions in the template, the five-year plan in reality becomes the mirror against which future policy choices are made. Consequently, I believe the document should articulate in broad brush strokes what the City and County's vision and goals for economic growth and employment, not simply WIA implementation. The draft document does not address at all the question as posed in the box on page 7 but only responds to "some specific questions that must be answered." This section should state in unequivocal terms the commitment to serve those most disadvantaged (see in more detail sections V(F) and V(G), pp. 24-26.) CCSF vision should include:

- affordable housing for all SF employees so that those who work here can afford to live here;
- in recognition that most entry-level jobs pay low wages, a dedication to a creating a public-private partnership to ensure career advancement opportunities for all San Francisco workers such that they can truly aspire to living wage jobs;
- a transportation system which works (perhaps referencing the options being discussed in the January 2000 nelson\nygaard Technical Memorandum on a San Francisco Welfare to Work Transportation Plan);
- a child care system (including employment-based sites) which is sufficiently comprehensive to accommodate the myriad needs of employed parents, particularly those who are single

parents; and,


- a truly massive effort to ensure that those whose first language is not English or who are disabled have a level playing field when competing for employment opportunities.

Other Comments

- Once such vision/goals are articulated up front, the remainder of the document must reflect a commitment to implement them. It is remarkable that the draft plan says virtually nothing about the language and disability barriers faced by a large percentage of San Francisco's workforce (e.g. subsection 3, page 8; subsection B, page 10; section III(A), page 11.
- The best way to reduce the number of pages is to reduce section III (C), pp. 10-17.
- Sec. D, page 17: should include discussion about ESL, VESL and disability access.
- Sec. F, page 24: This is one of the few questions that addresses the needs of the limited English population (LEP's) and those who are disabled. The answer given is inadequate. There must be a stated commitment to ensuring that these populations have equal access to WIA programs.
- Sec. G, page 25 specifically asks what criteria will be used "in determining priority of service to ensure recipients of public assistance and other low-income individuals for [sic] intensive and training services." The answer is non-responsive. One of the fears of low-income and welfare advocates is that, when funds become scarce, those who historically received most of the JTPA-funded services will again be given priority. Since San Francisco's goal is to serve in priority low-income and welfare populations, it must state unequivocally that it will prioritize funding to these populations when adult funds are limited. The criteria used for such prioritization should include such things as lack of labor force attachment and past inability to achieve a self-sufficient wage.
- Sec. H, page 26: The WIB needs to do more than adopt policies. Given the historic exclusion of disabled populations from access to vocational services, particularly those who are welfare recipients, the response should include a new commitment to expand capacity to serve this population and reexamine administrative procedures to ensure equal access. (It is instructive to compare the very detailed response to the question in Sec. P, page 28, with the responses to Secs. G, H.).

Thank you for considering these views. As I have not completed my review of the draft plan, I may submit additional comments after today's public hearing.

Sincerely,



Stephen Bingham
Staff Attorney



Committee of Contracting Agencies

In partnership with the Private Industry Council of San Francisco

TO: Attention: Plan Comments

FROM: CCA Steering Committee:

Zelda Saeli, Asian Neighborhood Design (CCA Co-Chair)
Craig King, San Francisco Vocational Services (CCA Co-Chair)
Michael Blecker, Swords to Ploughshares
Devra Edelman, Haight Ashbury Food Program
Shirley Melnicoe, Northern California Service League
Laura Ware, Community Housing Partnership

DATE: February 10, 2000

RE: Five Year, Strategic Workforce Investment Plan for San Francisco

Two comments are offered re: how to reduce total pages. First, page numbering should start with the Executive Summary, not with the Table of Contents (this saves one page.) Second, Section III "Labor Market Analysis" (8 pages) should be cut down significantly, by summarizing information, and by appending reports or tables.

Other comments:

<u>Section</u>	<u>Page, Paragraph No.</u>	<u>Comments</u>
Executive Summary	2, 2	What is a "master" partner? Replace term with " <i>Local WIB</i> ", which is the authority that will develop San Francisco's workforce development system.
	2,4	Last sentence should read: " <i>Contracts for services to specialized populations and Individual Training Accounts</i> will be established for those requiring such support."
I.,D. Plan Development Process	6,7	Remove first sentence ("there is no such thing as a final strategic plan.") Describe the process resulted in the plan that is being submitted. Indicate that: " <i>Further modifications to the plan may be submitted, as additional information is acquired and decisions made by the Local WIB</i> ".
II, A 1 Local Vision	7	Vision statement should lead with: " <i>San Francisco's growing economy is characterized by a widening gap in quality and quantity of job opportunities for unskilled and skilled workers. Recognizing the harsh</i>

		<p><i>consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Further recognizing that obtaining and retaining a job is complicated by escalating housing costs, lack of adequate child care, and transportation difficulties, the Local WIB will coordinate and enrich its workforce development plans and activities through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs."</i></p>
II, B. Local Vision	10,6	<p>Add to list of economic and development goals: <i>(9) Achievement of a living wage.</i> Add to list of system strategies:</p> <ul style="list-style-type: none"> • Training in vocational English-as-a-Second-Language for the large immigrant population. • Expansion of opportunities for low income persons with multiple barriers to employment in On-the-Job training through union apprenticeship programs. • Promotion of hiring and On-the-Job Training of disadvantaged San Francisco residents by San Francisco employers. • Increase in duration of On-the-Job Training to enable disadvantaged job seekers to attain higher skilled and higher paying positions. • A network of community-based, culturally-sensitive service providers.
III, A	11, 9	<p>Add language: <i>"Case Management and supportive services to address multiple barriers to employment, as well as specific vocational training, are effectively provided by community-based organizations. Contracts for services to specialized populations will ensure adequacy of targeted funding for comprehensive approaches to employment training and placement."</i></p>
III., B. Labor Market Analysis	12,7 "Help"	<p>Replace sentence beginning "The precise structure of..." with: <i>"The Local WIB will convene a forum of employers and training providers to discuss how best to meet local workforce development needs. Participating employers will provide detailed information on current job opportunities and specific skill requirements (soft and hard skills) to promote the development of essential employment competencies."</i></p>
	11-18	<p>Insert language: <i>"While many newly created jobs will be</i></p>

		<p><i>in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with Community Based Organizations and other vendorized providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and on-the-job-training. Basic skills remediation and English as a Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will be available through City College and other educational providers."</i></p>
III, D. Job skills required	17, 6 "help"	<p><i>Insert language: "Jobs at every level require "soft skills", including: communication skills, motivation/initiative, teamwork, leadership, and interpersonal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and on-the-job training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience."</i></p> <p><i>"English as a Second Language training is critical to build the employability of San Francisco's large and growing monolingual immigrant population."</i></p> <p><i>"In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers."</i></p>
	18, 2	<p><i>Strike out paragraph indicating "few opportunities for low-skill workers." Insert: "There remains a sizable core of entry level employment opportunities. As shown in the chart on p. 15, a projected 21.9% of jobs in San</i></p>

		<i>San Francisco are found in clerical and administrative support occupations. Additional entry level jobs are found within the category of "service" occupations with jobs at diverse skill levels including security guards, building maintenance workers, restaurant workers, commercial artists and computer programmers. Service occupations, account for another 16.5% of total jobs projected in 2002."</i>
IV, A 2. Leadership	18, 8	Option 2 can be struck: Access Points may be considered "affiliates" rather than partners. Access Points must be represented on the Council, but can be represented by a CCA representative or equivalent Access Point association representative.
IV, D State's Strategic Goals	20, 2	Paragraph 2 is argumentative. Strike and replace with: <i>San Francisco's strategic plan maintains a vitally needed focus on closing the employment gaps for targeted "hard to serve" persons, while also addressing the employment needs of the "universal" population. (See State Plan, Sec. III, A,3, pp. 7-8.)</i>
V, A One Stop Service Delivery System	21, 1	Strike section referring to "four" One Stop Career Centers, as this would spread scarce WIA resources thinly and ineffectually. The past two years experience demonstrates that San Francisco's partners have been unable or unwilling to adequately deliver the full range of core services to the universal population at <u>two</u> locations. EDD has signaled its intention to reduce its commitment to the Career Link location, and to shift staff to 745 Franklin Street. CCA urges that WIA dollars be prioritized for intensive and training services as needed by low income persons with multiple barriers to employment, and that commitment be limited to establishment of <u>one</u> physical One Stop Career Center. We urge that partners take advantage of operational cost savings at the State-owned building located at 745 Franklin Street in the Western Addition. Electronically networked "Access Points" located throughout the City will promote maximum community-based access to the information and services available at the physical One Stop Center."
V, A	21, 7	Add: <i>"The central client information database will provide for secured, password-protected access to individual client records to assist in case management and tracking. Sensitive information will be provided with written client consent on a strictly need-to-know basis. Partners may collect additional information for their</i>

			<i>own records that will remain privileged."</i>
V, B Process for selecting One Stop Operator	22, "Help"	8	Strike paragraph beginning: "Before One Stop operator(s) can be determined...". Replace with " <i>San Francisco envisions a dynamic consortium of mandated partners and affiliates providing services through the One Stop Center system. Discussions among these partners are currently taking place regarding the organizational and decision making structure, as well as fiscal accountability and liability. This consortium will report to a Manager and staff employed by an operational/administrative entity to be contracted by the Local WIB. Consideration for this administrative contract will be restricted to non-service providers with a history of successful employment program administration, who demonstrate affinity for the diverse cultures of San Francisco, as well as knowledge of the local employer community and local employment resources.</i> "
V, R Process to document failed negotiations for Memoranda of Understanding	30, "Help"	4	Add: <i>The Council as "Alternate Entity" will initiate negotiations for MOU's with all mandated partners no later than March 31. A timeline will be established for meetings and other work tasks needed to finalize the process. Minutes will be recorded, and correspondence documented. Any negotiation that does not result in a signed MOU by May 30, 2000 will be considered a "failed negotiation." Notification to the State WIB will be sent, with accompanying documentation of negotiations."</i>
VII, D Administrative Requirements	39, "Help"	8	Proposed definition of youth who require additional assistance to complete an educational program or to secure and hold employment : " <i>Persons aged 14 to 21 years who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, homeless persons.</i> "



Equal Rights Advocates

Since 1974, Fighting for Women's Equality

February 10, 2000

By Hand Delivery

Attention: Plan Comments

Private Industry Council of San Francisco
1650 Mission Street; Suite 300
San Francisco, CA 94103-2490

Re: Comments to San Francisco's Five Year Strategic WIA Plan

Dear Sir/Madam:

Equal Rights Advocates (ERA) is a public interest law firm dedicated to ending discrimination against women and girls. We litigate, conduct public education campaigns and engage in legislative and administrative advocacy in the areas of welfare reform, affirmative action, sexual harassment in employment and schools, and sex discrimination in employment.

ERA is the lead agency for a statewide organizing project, Californians for Family Economic Self-Sufficiency (CFESS). CFESS is made up of more than 40 community-based organizations, advocates, and local and state agencies that work to promote policies that help welfare recipients and other low-income families escape poverty. CFESS has been working with various stakeholders in California on the planning and design of California's Workforce Investment Act implementation. We have also participated on several Workforce Investment Act-related committees in San Francisco.

Thank you for opportunity to submit comments to the San Francisco Draft Workforce Investment Act Plan. We appreciate the enormous work and efforts that have gone into drafting the plan. San Francisco has the opportunity to establish and operate a Workforce Investment System that truly meets the needs of jobseekers, employers and indeed, all San Franciscans. We hope that the following general and specific comments will assist the Strategic Transition Committee to develop a Five Year Plan that will meet these goals.

1. Executive Summary

Page 2, 2nd Paragraph:

We recommend deleting "citizens and qualified aliens" and inserting "eligible individuals". We should not restrict services (especially core services) only to citizens and qualified aliens. The federal law is not necessarily so restrictive. In San Francisco,

where so many individuals are immigrants, we should decide as a matter of policy that we would strive to offer services to whoever is eligible and needs services. We should adopt a broad interpretation of who is eligible to receive core services.

Page 2, 4th Paragraph: after “Individual Training Accounts” insert “and contracts” to clarify that training services will be provided through ITAs and contracts.

Page 2, 5th Paragraph: After “ADA” insert “Title VI of the Civil Rights Act of 1964, the Dymally-Alatorre Act, and any other federal, state or local law that provides for services to limited English proficient individuals.” We also recommend inserting at the end of this paragraph that: “San Francisco will deliver its workforce investment services in a manner that does not discriminate on the basis of religion, sex, sexual orientation, pregnancy or age.” This clarifies that San Francisco will ensure that workforce investment services do not discriminate on these bases.

Page 3, 1st Full Paragraph: We recommend that San Francisco conduct a labor market analysis that would provide all the information needed to implement the WIA plan in the most effective manner possible. This would include surveys and analysis of the unemployed and underemployed, focus group research of key employers, in addition to labor market analysis of job growth, wages and benefits offered by job openings, and the infrastructure (education and training, housing, transportation, childcare) available to meet the needs of workers and employers. This kind of approach is referred to as a “Sector Employment Intervention” strategy.

A sector strategy seeks to target higher wage jobs or jobs with the potential for higher wages for placement by low-income individuals. It accomplishes this by adding value to both the employer and the jobseeker. A sector approach begins with research but does not stop there. The next stage is to engage the employers, jobseekers and other stakeholders in development of ways to connect jobseekers to higher wage jobs. Several cities across the country, including in California, have used the sector approach in their welfare-to-work systems and in the design of their workforce investment systems. San Francisco should take the lead in California to use this approach in its WIA planning and implementation.

Commitment to a sector approach would also help San Francisco better serve workforce investment services seekers (both employers and jobseekers) by involving them in the design of educational, training and other services. Specifically, on pages 11-18, Section III.A., B. and D., the use of a sector approach would help San Francisco better design its workforce investment system and services, thus ensuring that employers and jobseekers receive help or resources that meet their particular needs. Without a sector approach, unfortunately, too many of the services and the new system design will merely match jobseekers to low wage jobs and at its worse create a mismatch between the services provided through the new system and what employers and jobseekers need.

Local Vision and Goals

Page 7, Section II. A.:

We recommend including the following broad vision statement in this section “San Francisco seeks to provide quality services and resources to employers, jobseekers, and other stakeholders to ensure full employment in jobs that pay enough to sustain healthy families. We endeavor to do so through the development of a Workforce Investment System that adds value to both the employer and the jobseeker, uses significant resources to target higher wage jobs (including nontraditional employment), promotes self-sufficiency through microenterprise and other small business training and support, offers up-assessments of skills, interests, aptitudes and barriers to employment and offers to eligible individuals services to remove barriers and increase skills, and that integrates First Source Hiring, Living Wage Ordinances, and other innovative proposals and policies.”

Page 8, Subsection 3:

Insert at the end of the paragraph “including, but not limited to, microenterprise training and support opportunities, training for nontraditional occupations. They also will be able to acquire information about the wages needed for their family size and type to make ends meet without government assistance and the wages and benefits offered by available jobs.” The addition of this language in the Plan will ensure that important information that low-income and other individuals need to develop employment and income goals will be provided to them through the Workforce Investment System.

Page 9, 1st Paragraph:

Insert “barriers” between “aptitudes” and “interests.” This clarifies that initial assessments shall also include identification of barriers to employment.

Page 9, 2nd Paragraph:

Insert “career, drug, alcohol, domestic violence, or mental health” before “counseling.” This clarifies that intensive services may include, but is not limited to, counseling for removal of these barriers.

Page 9, 3rd Paragraph:

Insert at the end of this paragraph “And specific outreach to low-income, minority, disabled, and immigrant communities.” This provides that San Francisco is committed to ensuring that Universal Access to the One-Stop System will specifically include disadvantaged communities.

Page 10, Subsection B., 1st Paragraph:

On line 3, before “welfare recipients” insert “low-income and”. This clarifies that one of San Francisco’s goals is to help welfare recipients and other low-income individuals achieve self-sufficiency. Too often, we refer to one group without reference to the other group, when in reality many welfare recipients are the working poor. Moreover, many low-income individuals also need help with attaining self-sufficiency.

On line 4, after “customer-oriented” insert “individualized”. Inclusion of the word individualized highlights that San Francisco will strive to provide individualized attention to each customer (that is, afterall, the goal of a customer-focused service). What advocates, administrators, caseworkers and service providers hear repeatedly from welfare recipients is the Work First system does not work because it operates as a “one-size-fits-all” program. We must strive for a system that meets individuals’ needs.

Page 10, Subsection B., 2nd Paragraph: These recommendations relate to San Francisco’ broad strategic economic and workforce development goals.

Under number 1, insert “Full” at the beginning so that our goal is full-employment.

Under number 2, define “Self-Sufficiency” as “the minimum wages an adult must earn to make ends meet for his or her family size without government assistance.” In 1996, such a self-sufficiency standard was calculated in all 58 counties in California, including San Francisco. Californians for Family Economic Self-Sufficiency (CFESS) will update this standard in May, 2000. Numerous local Living Wage Campaigns in California (including in San Francisco) have relied on this standard, as has San Francisco’s Department of Human Services in its development of employment plans for welfare recipients.

Under number 4, after “efficient” insert “effective”.

Under number 7, insert “and safe” after “high performance”. Workplaces must be safe and high performance.

Insert new number 9: “Integration of infrastructure (childcare, transportation, education and training programs, affordable housing, etc.”

Insert new number 10: “Use of technology and training on the use of technology to ensure that all potential users and users can benefit from the system.”

Page 10, Subsection B., 3rd Paragraph: These recommendations refer to what San Francisco’s Workforce Investment System will provide. We recommend including language that clarifies that these lists are not exhaustive but merely illustrative.

Insert a new bullet between first and second one that says “Individual, up-front assessments to identify skills, aptitudes, experience, barriers and interest;”

Under the fourth bullet, insert at end “and provision of computer and technology training to jobseekers on how to use these features;”

Insert new bullet at end “Connection to childcare, transportation, affordable housing assistance, resources and referrals.”

Insert a new bullet at end “Co-location of counselors and social workers that can provide assessment, assistance and referrals for mental health, alcohol and substance abuse, domestic violence and mental and physical disability and accommodation issues.”

Insert a new bullet at end “Appropriate and equal services and opportunities for limited English proficient individuals.”

2. Labor Market Analysis

As stated above, we recommend that San Francisco take the lead in California by incorporating the sector employment intervention model of conducting labor market analysis and systems design. Much of the questions that the Draft Plan leaves unanswered in this section could be answered by conducting a sector analysis in San Francisco.

The Sector approach analyzes the available higher wage occupations in growth industries and the education and skills levels required for these jobs and then links this information to analysis of the existing skills sets of local unemployed and underemployed populations. Sector research also answers the question of what do employers in high growth industries need in terms of its workforce by involving employers in the design of programs that will meet their needs. Sector enhances and expands on traditional labor market analysis to ensure that this information is useful to jobseekers, trainers, educators, service providers, and employers. Throughout the country, there are numerous sector programs that successfully target higher wage employment for welfare recipients and other low-income individuals.

3. Leadership

We recommend clarifying this section to reflect the most recent decision of the Private Industry Council that application to the state for alternative entity designation should be conditioned on the non-approval of the local Workforce Investment Board (for technical or others reasons). The plan should state that it is San Francisco’s intention and desire to replace the existing structure with a newly formed local Workforce Investment Board.

We recommend that the Mayor appoint a new Local Workforce Investment Board, consisting of all mandatory members and at least one additional representative from the low-income advocacy community and one additional representative who is or recently was a welfare recipient. Inclusion of one of the most disadvantaged constituents directly affected by WIA will ensure that their concerns are considered.

Our recommendation is essentially choice number 4 on page 18 of the Draft Plan. Moreover, we believe that it would make sense to designate or certify the One-Stop operator(s) that currently exists: the various Career Centers. The LWIB should require that the consortium of partners form a nonprofit corporation with a Board of Directors. The chair of the Board of the One-Stop also should be a member of the LWIB. Under this structure, the LWIB can focus on the policies, supervision and “big picture” issues faced by the entire Workforce Investment System, while leaving the day-to-day operational issues faced by the One-Stop system to the One-Stop Board and staff. To ensure maximum participation, cooperation and accountability, the One Stop Operator should be expanded to include not only the mandatory partners but also those community-based groups that have demonstrated effectiveness in reaching and serving low-income and other disadvantaged communities.

In accordance with federal law, the LWIB could at some point decertify or terminate the One-Stop and certify a different operator in the event that the One-Stop is not meeting its goals or purposes.

4. Local One-Stop Service Delivery System

Page 23, 2nd Full Paragraph:

On the first line, insert “effective communication” after “infrastructure”. A key to operating an effective One-Stop System will be effective communication among all mandatory and nonmandatory partners. We recommend inserting language that clarifies that San Francisco will certify a One-Stop operator that will include some community-based service providers that are not mandatory partners. We also recommend that One-Stop operator staff receive appropriate training about all the partner programs, contracted services, and certified trainer programs. Finally, we recommend that San Francisco set aside funds to assist nonprofit service providers to become certified providers and develop public relations materials so they can compete with for-profit and other entities that may have more resources than smaller, nonprofit providers.

Page 23, Subsection D:

Under this first paragraph, next to last sentence, we recommend inserting “individual, up-front” before the word “assessment”.

Under the second paragraph in this section, we recommend clearly stating that intensive services will include short-term educational and/or training programs, where appropriate.

We commend the drafters of the plan for inclusion of the third paragraph under this subsection, which states that San Francisco will not operate a “failure-based system.” We recommend also including language from the federal regulations that state that

“There is no minimum amount of time that a customer must spend in each service (core, intensive, training) before being allowed to move to the next level of service.”

Page 24, Subsection F:

To ensure that San Francisco will meet the needs of displaced homemakers, welfare recipients and other women, we recommend inserting at the end of the second paragraph of this section: “San Francisco plans to incorporate information about and training in nontraditional occupations throughout its workforce investment system. We plan to ensure that a sufficient range of certified providers are available to provide training in nontraditional occupations.”

In the fourth paragraph, we recommend rewriting it to state: “Those with limited English proficiency will be offered services including but not limited to appropriate ESL or contextualized ESL and job training programs.”

In the last full paragraph, third line down, we recommend inserting “barriers” after the word “abilities”. At the end of this paragraph, we recommend inserting: “Core services will also include information and counseling about each individual’s self-sufficiency standard – the wage she or he needs to earn to make ends meet for her or his family size, without government assistance.”

Page 25, Intensive Services:

Again, we recommend defining “self-sufficiency” as used in the first paragraph to mean “the amount of wages an individual needs to earn to make ends meet for his or her family size without government assistance.”

In the last full paragraph of intensive services section, again, we recommend clarifying that intensive services can include short-term education and/or training programs.

Page 25, Training Services:

At the end of the first paragraph, we recommend deleting the sentence “The training must be directly linked to the employment opportunities in the city.” Instead, we recommend allowing vouchers to be used for employment that may exist in cities other than San Francisco, so long as the employment exists. Similarly, we recommend allowing use of vouchers issued in San Francisco to be used in programs outside of the city. This would allow for the most flexibility, which is particularly need in the Bay Area, where much of the success of San Francisco is connected to the residents, businesses, economy and infrastructure of nearby cities.

We recommend that the Draft Plan indicate that services, including training services through ITA’s or contracts may include a package of different services. For example, a jobseeker may require literacy and job training skills. These needs may be

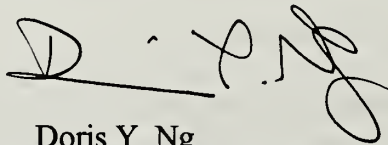
met through training that contextualizes literacy and job skills training. Or, these needs may be met through job skills training delivered by one provider and literacy through another provider. The ITA should be flexible enough to cover a package of services.

Page 26, Subsection H:

We recommend inserting language that expresses San Francisco's intent to comply with requirements for immigrants and the limited English proficient population, including federal, state and local laws. We also recommend that San Francisco include in its plan that it will ensure nondiscrimination and equal opportunity by close monitoring of the system, establishing an effective and speedy grievance system, review of reporting requirements that contain demographic data of persons served, and through evaluation of the delivery of services to disadvantaged populations, including but not limited to ensuring a sufficient range of certified providers that provide services for limited English proficient individuals.

Thank you for considering these comments. Please call me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Y. Ng', with a stylized flourish at the end.

Doris Y. Ng
Staff Attorney and Director of Californians for
Family Economic Self-Sufficiency (CFESS)

cc: Cindy Marano, Wider Opportunities for Women

Public Testimony

To: Workforce Investment Act Transition Committee
From: Gary Knoblock & Rebecca Brockert, Co-Chairs of the Homeless Employment Collaboration
Date: 02/09/2000
Re: Employment needs of Homeless and Formerly Homeless San Franciscans

Ten experienced agencies came together 4 years ago to create the Homeless Employment Collaboration (HEC) to create a network of employment services equipped to address the complex needs of homeless and formerly adults who are trying to reenter the workforce. The HEC emerged out of frustration that the JTPA system was unable to address the needs of a population confronting multiple barriers to work.

As California and San Francisco move towards implementation of the local WIA Plan, we want to reinforce the basic principles that need to be included if we are going to meet the needs of homeless and formerly homeless job seekers.

Experience has taught us that an effective WIA plan must include the following:

- ❑ **Prioritize resources for homeless job seekers:** Resources available under WIA need to be prioritized to meet the complex needs of homeless and formerly homeless people because they are confronting complex barriers to gaining sustainable employment.
- ❑ **Wholistic services needed:** Homeless and formerly homeless job seekers will not benefit from stand-alone vocational and educational services but need services that are integrated with support services such as housing and case management.
- ❑ **Contracts are better payment method:** A "Voucher" funding method, while appealing as a way to use the market place to ensure high quality, is misleading and inappropriate for the homeless and formerly homeless population: many traditional vocational programs are not equipped to effectively address the myriad of barriers confronting homeless and formerly homeless people who want to go to work.
- ❑ **Set Realistic Performance Standards:** Performance standards for specific populations should be adjusted based on experiential data from past performance outcomes for those groups. A universal, fixed high performance standard would foster recruitment and selection of persons who are most likely to succeed rather than the most needy.

- **CBO Involvement:** CBOs and their constituencies need to be fully and democratically represented in strategic planning activities for California's and San Francisco's transition to the Workforce Investment Act and in the One Stop Career Centers.

Members of the Homeless Employment Collaboration

Arriba Juntos

Goodwill Industries

Central City Hospitality House

Episcopal Community Services

Catholic Charities

Community Housing Partnership

Toolworks

Northern California Service League

San Francisco Vocational Services

Swords to Plowshares

Mission Hiring Hall



ACCESS POINT COLLABORATIVE

Definition: **Access Points** n. (*ak'ses points*) - agencies throughout the city where customers (job, education, and training seekers, employers, and service providers) can access, directly or through a referral process, services available within the One Stop system.

This statement has been drafted to help clarify what seems to be for many a mystery. The One Stop Access Point Collaborative would like to bring a greater understanding to all concerning the role of our group and its accomplishments to-date. As detailed in the One-Stop grants, the Access Point concept was included in the initial plans for a One Stop system in San Francisco. For more than two years, the Access Point Workgroup has been meeting to discuss and model the role of community-based organizations in the local One Stop system. Driven by the plans outlined in the One-Stop grants, the group has been meeting consistently to accomplish these tasks. Members have contributed significant amounts of time to address issues critical to the day-to-day operations of agencies that serve the neediest populations. For those attending the meetings, it has been an opportunity to bring problems, such as technical issues, to the Collaborative table for discussion and solution. Through a series of surveys, comprehensive information - about who provides what services where - has been collected and shared. By rotating the meeting locations, the group has toured the facilities of 12 different agencies. Through the development of the One Stop web site, the Access Points have created a way to share client information, make inter-agency referrals, and exchange information electronically. Each project that we have taken on has been approached in a collaborative spirit. Relationships and linkages have strengthened the alliance - originally made up of 16 agencies, the Collaborative has since doubled to 32, and continues to grow. The benefits of interagency collaboration, though challenging, have become obvious. Some of the advantages for the Access Points have included increased electronic capacity, training opportunities, and joint marketing efforts.

Attached please find a copy of the Access Point Information packet, containing documents detailing many of the activities, agreements, and other projects we have completed.



Access Point Collaborative

RECOMMENDATIONS

1. REPRESENTATION

We recommend that -

- this Collaborative be represented as a partner on the local WIB with an MOU (in addition to other CBO representatives)
- this Collaborative participate in the operational functions of the One Stop system through active participation on appropriate committees

2. UNIVERSAL ACCESS

We recommend that -

- this Collaborative be recognized for providing universal access to services for all populations, especially those that have special needs and/or multiple barriers to employment
- there be multiple physical points of entry into the One Stop system that incorporates Access Points and not be limited to the Career Centers
- the Access Point Collaborative have a presence at the Centers, on the One Stop web site, and in marketing materials for the One Stop system

3. ELECTRONIC SYSTEM

We recommend that

- the plan promotes the widespread use of the One Stop electronic system and expand its current capacity
- the One Stop system deploy a client tracking / case management system for management of client data

4. CONTRACTS AND VOUCHERS

We recommend that -

- The plan supports the utilization of both contracts and vouchers, taking into account the successful track record of the current system of contracting

5. CERTIFICATION OF ELIGIBLE SERVICE PROVIDERS

We recommend that –

- the Access Point Collaborative be included in the process of defining criteria for determining eligibility of service providers
- existing employment and training programs with a successful track record be recommended for certification



ACCESS POINT COLLABORATIVE

SCOPE OF ACITIVITIES
JANUARY '98 - JANUARY 2000

Jan. '98	<ul style="list-style-type: none"> ▪ Held first meeting of the Access Point Workgroup, with 16 agencies ▪ Began defining the roles and responsibilities <ul style="list-style-type: none"> ▪ Designated staff, share information, make referrals, participate in projects ▪ And listing the benefits <ul style="list-style-type: none"> ▪ Includes resources, referrals, technical support, equipment, and training
Feb. '98	<ul style="list-style-type: none"> ▪ Toured Career Link Center ▪ Defined core services for employers and jobseekers ▪ Reviewed roles and benefits of the Access Points ▪ Distributed Technology Survey ▪ Defined elements of MOU's – distribute draft "Letter of Agreement"
Mar '98	<ul style="list-style-type: none"> ▪ Submitted Technology Grant proposal ▪ Charted and distributed results of Technology Survey ▪ Drafted Access Point Participation Agreement
April '98	<ul style="list-style-type: none"> ▪ Began planning web site ▪ Defined the role of the Access Point 'ambassador' <ul style="list-style-type: none"> ▪ the point person from each agency to handle all communications with One Stop, attend meetings, provide current information, attend trainings
May '98	<ul style="list-style-type: none"> ▪ Participated in Technology Roundtable with State Electronic One Stop ▪ Began developing marketing plan for Access Points
June '98	<ul style="list-style-type: none"> ▪ Distributed Access Point Survey and Survey Guidelines ▪ Discussed criteria and priorities for distributing Technology Grant equipment ▪ Defined the identity of One Stop San Francisco on the Internet
July '98	<ul style="list-style-type: none"> ▪ Issued RFP for web site development ▪ Attended training for SFPL Community Connection database ▪ Distributed Survey Results
Aug. '98	<ul style="list-style-type: none"> ▪ Provided input for proposal reviews for web site development ▪ Establish timeline for distributing equipment and training ▪ Attended all-day web site usability workshop
Sept. '98	<ul style="list-style-type: none"> ▪ Selected web site development firm of 415 Productions ▪ Discussed web site issues such as usability, content, and special needs ▪ Planned to 'Train the Trainer', will include computer and Internet basics
Oct. '98	<ul style="list-style-type: none"> ▪ Clarify web site issues such as translation of other languages & field-testing ▪ Discuss potential for electronic client tracking and case management
Nov. '98	<ul style="list-style-type: none"> ▪ Discuss follow-up/tracking, including reporting, outcomes, and placements ▪ Distribute skills survey to identify training needs of Access Point staff ▪ Identify other technical issues such as Internet access, wiring, networking
Dec '98	<ul style="list-style-type: none"> ▪ Focus group with 415 - skills standards, what employers are asking for ▪ ITEC conference, One Stop best practices and technology products

Jan ·99	<ul style="list-style-type: none"> Conducted a series of working meetings to design Skills Bank Completed round of surveys conducted by 415 for web site "wish list" Provided input regarding the selection of computer training provider
Feb ·99	<ul style="list-style-type: none"> Previewed and critiqued first phase of web site Attended training for SFPL Community Connection database
March ·99	<ul style="list-style-type: none"> Focus groups with 415 Productions Field-tested web site with Access Point staff and clients
April ·99	<ul style="list-style-type: none"> Critiqued draft of Computer Equipment MOU Began distributing computers to Access Point agencies
May ·99	<ul style="list-style-type: none"> Distributed coupons for computer training at New Horizons Discussed overview of Workforce Investment Act Coordinated pilot of Skills Bank
June ·99	<ul style="list-style-type: none"> Distributed free Internet access accounts to Access Points Conducted web site orientations
July ·99	<ul style="list-style-type: none"> Participated in field tests and trainings Continued distribution of computers to Access Points
August ·99	<ul style="list-style-type: none"> Began discussions for phase two of web site project Identified issues critical to Access Points for future meetings <ul style="list-style-type: none"> Priorities to include impact of the new legislation and addressing technology needs
Sept. ·99	<ul style="list-style-type: none"> Formed team for phase two of web site development Advanced discussions concerning Workforce Investment Act and the CBO
Oct. – Dec. ·99	<ul style="list-style-type: none"> Conducted discussions concerning the role of the Access Point Workgroup Continued planning for the electronic system and increased connectivity Proposed ways for Access Points to participate as One Stop partners



SAN FRANCISCO HOUSING AUTHORITY

440 TURK STREET • SAN FRANCISCO, CALIFORNIA 94102 • (415) 554-1200

February 10, 2000

The Private Industry Council
Of San Francisco, Inc.
1650 Mission Street, Suite 300
San Francisco, CA 94103

Dear Council Members:

On behalf of the San Francisco Housing Authority and Executive Director Ronnie Davis, I would like to commend the *Private Industry Council* for its efforts in providing job training opportunities for residents of public housing.

The Housing Authority is also quite happy that it has a representative on the Transitional Youth Committee as outlined under the *Workforce Investment Act*. The Housing Authority cherishes the opportunity to work with others in the community in formulating a strategic plan that will train residents for 21st century employment opportunities.

This evening, I would like to talk about the importance of maintaining a viable summer youth employment program. Over the last three years over 900 Housing Authority youths have participated in PIC-sponsored summer jobs. For many of these residents, it was their first job. We at the Housing Authority are actively promoting economic self-sufficiency among the residents we serve. Summer youth jobs are an integral part of that promotion.

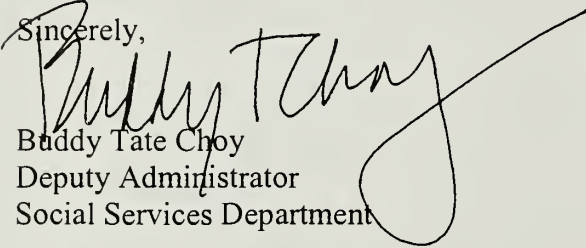
We at the Housing Authority will work with the Council and staff to preserve this program and to find a way to recover approximately 225 summer job slots that were reserved for Housing Authority youths. These slots are now gone because the consent decree between the *San Francisco Unified School District* and the *National Association For the Advancement of Colored People* no longer exists.

We have a booming economy right now. However, most of the residents of public housing have not shared in these robust times. There is still a great need for job training programs, entry-level jobs and summer jobs that emphasize quality soft-skill development. **PIC's summer youth employment program does this.** That is one of the primary reasons why the Housing Authority has a *Memorandum of Understanding* with the Private Industry Council.

(2)

In closing, I want to reiterate the Housing Authority's desire to continue to participate in the WIA planning process and its desire for a robust summer youth employment program in the year 2000. Thank you very much.

Sincerely,


Buddy Tate Choy
Deputy Administrator
Social Services Department

Cc: Ronnie Davis, Executive Director, San Francisco Housing Authority
Sharen Hewitt, Executive Office, San Francisco Housing Authority

Young Community Developers, Incorporated

(415) 822-3491 / 1715 Yosemite Avenue San Francisco, CA 94124 / Fax (415) 822-4958

Public Comment on the City and County San Francisco's Draft Workforce Development Plan

Young Community Developers, Inc. is the primary employment and training entity in the Southeast sector of San Francisco. Since 1973, through successful program implementation the organization has become the primary job placement organization and the only entity in the southeast sector offering free hard skills training for community residents. The Bayview community has been historically disconnected from the labor market for a variety of reasons. Primary reasons for this is the lack of job readiness and vocational training and limited employment opportunities within the community and poor access to opportunities outside the community. This dilemma is the direct result of malign neglect and geographical isolation.

For many years, YCD has been the primary facilitator of services for youth and adults via JTPA resources. Our SYETP, OJT and IR programs have been extremely successful in facilitating access into the labor market. The unresolved issues and gaps in service provision that exist in this first draft of the Strategic Workforce Investment Plan cause great concern for the populations we serve.

In accordance with legislation, it is your intent to streamline services currently offered through multiple agencies and locations by consolidating services through One-Stop Centers and Access Points. As the only Access Point in the Southeast sector, it is clear that the role of the Access Points must be significantly increased as we act as the first and often only point of contact with local job seekers and employers. Formal MOUs between the Access Point local One-Stops must be developed. These MOUs should outline roles and responsibilities in an effort to eliminate gaps in service. Co-location is a concrete method of insuring continuity of service implementation.

If one of the goals of this plan is to help individuals manage their own careers, we must first understand that individuals must be given the tools and mindset that would facilitate this self-management. For various cultural, institutional and geographical reasons some communities, like Bayview, have greater disconnection to the labor market than other communities. Legislation requires the establishment of Individual Training Accounts. This is certain to be problematic for a client with limited exposure to training methodology, career options, labor market and most importantly, limited understand of this evolving service delivery system. Thus, the plan should maintain some level of flexibility to allow appropriate allocation of resources to address these realities. And, this allocation should be framed in a manner that meets legislative guidelines however, executed using the current training subcontract model for organizations with good track records and cultural competence.

The expansion of the role of City College as it pertains to service delivery must be examined closely. City College is an institution that provides training and to that end they accomplish this goal. For those individuals who possess the initiative, comfort level and appropriate academic foundations, City College works well. However, research indicates that the number of low-income, African Americans entering and completing coursework that furthers their career success is disproportionately low when compared to the rest of the population. The demographics of the Bayview population suggest that many of these residents need supportive services, educational remediation that is culturally competent and exposure to the world of work. A system that does

"Without The Youth, There Is No Tomorrow"

Job Referrals, Chemical Dependency, Family Crisis Intervention, Counseling Services

not make provisions for this reality inherently excludes the very population identified as a primary target group for service. This type of grassroots work can only be accomplished by the CBO community. As a result of Welfare to Work legislation, individuals requiring training and placement represent the hardest to serve population, possess multiple barriers to employment requiring Intensive Services. These are people who typically will not use City College facilities to meet their training needs because of their problematic relationships with formalized educational and employment institutions.

Regarding youth services, for the first time in over a decade youth may not have an opportunity to work and begin their exposure to the labor market because this plan is not completed. The task of educating youth about the world of work should be one that allows maximum participation. Although we understand the simplicity and continuity of having youth summer and year-round activities combined, it is our experience that this limits the inclusion of new students whom for, whatever reason, missed the start of one program. It is also our position that this process, in terms of planing and implementation, must be inclusive of all organizations who have successful youth programs so as to reduce duplication and create this "no wrong door" concept for youth.

Finally, Young Community Developers supports the concept of the San Francisco Private Industry Council acting as the "Agent" of the "Partnership" between the WIB and the Mayor, responsible for contract negotiations with all service providers under their governance. And the list of principle partners must include all Access Points and at least one individual that represents CBOs as providers and employers. The plan indicates that all the "Core Services" will take place at the One-Stop Center. This does not take into account the reality that the Access Points are already providing many of these "Core Services".

General Points of Concern not addressed in Current Plan

- The plan seems to ignore current deficiencies in the One-Stop system
- The language in the plan utilizes terminology that is subjective and unclear as to who is responsible for making determination regarding quality, efficacy, etc.
- There exists no mention of CBO provision of construction-occupational training
- The plan does not address issue of how CBOs can get certified for training, understanding that most will not qualify under legislated standards, how can they become eligible to provide training and receive ITA vouchers.
- The plan does not identify who will certify training entities and what will be the criteria for certification.
- The plan lacks a realistic picture of the labor market for individuals with limited work histories, skills and career exposure.

KOREAN CENTER, INC.

Intercultural Institute of California
가 주 국 제 문 화 대 학

1362 Post Street
San Francisco, CA 94109
441-1881 (415) TEL
885-4155 (415) FAX

February 2, 2000

Raymond R. Holland
Interim President
Private Industry Council of San Francisco
1650 Mission Street
Suite 300
San Francisco, California 94103-2490

**Re: Five-Year, Strategic Workforce Investment Plan;
One-Stop Access Points – Other Languages**

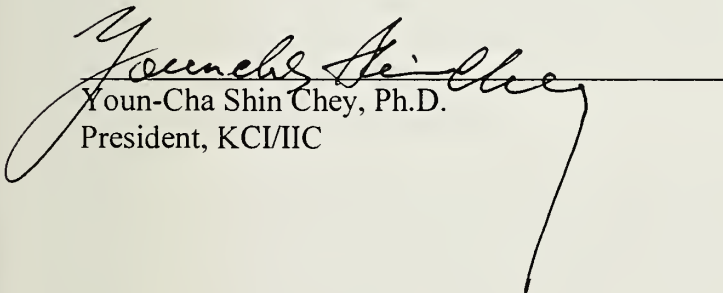
Dear Mr. Holland and Committee Members:

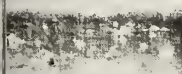
Upon review of the Workforce Investment Plan, we at the Korean Center, Inc., (KCI)/ Intercultural Institute of California (IIC) wish to express our concern for non-English speaking clients. From previous meetings, we understand that generally there are few translators available for non-English speakers at the One-Stop Access Points.

Thus, we request that the KCI/IIC be added to the list of One-Stop Access Points in your draft, Attachment 4. And wherever applicable in the draft, you might mention that as a One-Stop Access Point we can provide information to clients in Korean, Russian, Japanese and Chinese.

Thank you.

Very truly yours,


Youn-Cha Shin Chey, Ph.D.
President, KCI/IIC



RECEIVED FEB 07 2000

Date: February 7, 2000
To: PIC Strategic Transition Committee
From: Jennie Carpenter
Project Manager, Walden House, Inc. DOL Employment Retention Project
Re: Comments on Five-Year Strategic Workforce Investment Plan

The following points address concerns raised by my review of the first draft of San Francisco's Five-Year Local Workforce Investment Plan:

Inclusion of Non-Profit Sector as Part of San Francisco's Economic Base

As written, the draft plan's executive summary presents a limited vision of San Francisco's economic base. With the plan's emphasis on the business sector, the non-profit sector is overlooked as a significant contributor to San Francisco's economy, as well as that of the region as a whole. San Francisco's public and private non-profits employ tens of thousands of people, and pump millions of dollars into the local, and regional, economies. For this reason, it is critical that the non-profit sector is included in the San Francisco Workforce Area plan development, and that its inclusion be made specific.

Workforce Needs

A more detailed analysis of how certain objective conditions impact San Francisco's workforce accessibility is in order. San Francisco's lack of affordable housing, inadequate local and regional transportation systems, and the high cost, and insufficient supply, of child care may play a significant role in local employers' ability to attract and retain skilled workers. Efficient, streamlined training systems alone will not solve the area's workforce needs. This is of particular significance in light of the plan's strategic goal of economic self-sufficiency and a decrease in welfare dependency (Section II, B. p.10). While these concerns are identified in the plan's labor market analysis (Section III, A. p. 11), no suggestion is offered as to how they will be addressed at local and regional levels, or how efforts to resolve these insufficiencies will be integrated into long-term, strategic workforce system planning.

Wage and Salary Issues

Neither the plan's executive summary, its section on local vision and goals, nor its labor market analysis address wage and salary issues. It seems that the plan's broad strategic economic and workforce development goals (Section II B, p. 10) fall short. In the context of today's global economy, "remaining competitive" generally calls for containing labor costs. This goal is likely to conflict with workers' interest in being paid wages at a level sufficient to meet San Francisco's extremely high cost of living. San Francisco's workforce investment strategies need to address the pull between these forces.

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Performance Measures

In its executive summary the draft plan identifies the local Workforce Investment Board as having the responsibility for establishing performance levels for all workforce programs. It is important that these standards be realistic, and take into consideration factors such as varying rates of participation in the workforce, and how that may impact on earnings and ability to complete training or other jobs programs. For example, women's participation in the workforce varies from that of men because their work history is often punctuated by the need to care for family members.

In a 1993 study by the Institute for Women's Policy Research, data on work pattern characteristics of men and women were compared, and it was noted that women were less likely than men to work full-time, full-year for a single employer. They were more likely to work part-time, full-year and package wage and salary jobs. ("Exploring the Characteristics of Self-Employment and Part-Time Work Among Women", Roberta Spalter-Roth, Heidi Hartmann, Lois Shaw, Institute for Women's Policy Research, Washington, D.C., May 1993). This pattern of employment for women may, as a group, impact their earnings gain and impede the pace at which they enter and complete training programs.

Additionally, over time, performance standards may need to factor in broader economic forces that impact wage levels. For example, federal economic policies intended to address the "overheating" of the economy (moves to increase the interest rate with the goal in mind of curbing inflation are also designed to contain wage levels in a tight labor market) may have the longer term effect of stagnating wages.

RECEIVED FEB 24 2000

February 23, 2000

Plan Comments
Private Industry Council
1650 Mission Street, Suite 300
San Francisco, California 94103-2490

Re: Comments to San Francisco's Five-Year Strategic WIA Plan

Dear Committee:

May I offer my support for your efforts in this, "First Draft of San Francisco's Initial, five-year Strategic Workforce Investment Plan", submitted by the Strategic Transition Committee and the Transitional Youth Council. Additionally, I would like to document for your consideration, concerns relative to the Executive Summary and Section VI-Youth Activities:

- In the executive summary, reference is made to; "A Youth Council is being established to improve youth programs and to act as an advocate in the community for youth. There will be improved linkages between academic and occupational learning and other youth development activities in the city." The linkage between occupational (work-based learning) and academic (school-based learning) is a somewhat universally endorsed concept by providers of youth services and educational institutions. Furthermore, linkages of work-based and school-based programs are mandated in federal legislation such as the Carl D. Perkins Vocational Vocational and Technical Education Act of 1998 and the School-To-Work Opportunities Act.

Language in the executive summary, which speaks to the conjointment of work and school-based learning, is a welcomed endorsement of School-To-Work (School-To-Career) principles. If indeed School-To-Career principles are to be implemented in WIA programs, this commitment should be conveyed in more pervasive and unequivocal language throughout the youth activities section of this draft. Providers of work-based-learning programs must make a connection with school-based learning. The development of sound academic components parallel to work-based learning is essential if WIA programs are to provide authentic, efficacious training for today's highly technological work environment.

- Ancillary to this observation, may I suggest that references to "a job", in discussions of services for youth, be replaced with the term, "internship"; language also should be in accord with current lexicon in that it commits to a "new" methodology and mindset which we endeavor to embed in the consciousness of our youth.

➤ Section VI Youth Activities specifies that the Youth Council has the responsibility to establish the "requirement and criteria for issuance of a Request for Proposals.....and oversee the competitive process used to award grants and contracts to youth serving agencies....." The criteria for awarding grants is not delineated in the draft, this may be due in part to time constraints in completing the draft for public input. However, when the criteria is established, I trust that the Youth Council will include the following:

- *the agency's past performance in previously JTPA funded programs*
- *the agency's ability to leverage in-kind resources with WIA funding*
- *the ability to maximize community involvement through collaborations with diverse community based agencies, institutions, public and private sector companies, etc.*

➤ Section VI, Youth Activities indicates that, "WIA requires youth programs to be connected to the One-Stop system." Many teens do not, even on their own behalf, take the initiative to explore various courses of action. They all too often rely on adults to, "tell them what to do!" The staff at the One-Stop centers will have a crucial role in this regard. What assurances, if any, can be provided to referring agencies that the One-Stop centers will be staffed with personnel that has the expertise experience and sensitivity to serve young people in what is primarily an adult center? I confess to a degree of anxiety that young people could possibly, "fall through the cracks" in attempting to access youth services through the One-Stop system.

Mrs. Betty J. Baham
2215 Lincoln Way
San Francisco, California 94122
(415) 753-5394



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

February 28, 2000

Mrs. Betty J. Baham
2215 Lincoln Way
San Francisco, CA 94122

Dear Betty:

This letter responds to your February 23rd comments on and suggestions for either or both official drafts of San Francisco's Initial Strategic Five-Year Workforce Investment Plan".

As you know, approximately eleven public hearings were conducted just prior to and during the thirty-day period from January 25th to February 25th to receive public comments on and suggestions for the final version of that initial plan. Many valuable comments and suggestions were received and those which were received on or before February 11th, were considered by both of the Council's transition bodies and most were incorporated into the February 16th "penultimate draft" of that initial plan.

Those which, because of time constraints, have not been incorporated will be considered for future modifications of that plan during the four months that remain before it is officially implemented on July 1st of this year.

- Since the initial strategic plan is intended to authorize both work-based and school-based learning to the maximum extent possible, that should become more evident as the implementation plan begins to unfold during the coming months. Your comments and suggestions in that respect, if not already incorporated, will be considered during that period.
- The initial strategic plan is intended to provide for both "internships" and, as distinguished from them, for "jobs" for young San Franciscans. If language in the initial plan which must be submitted by March 1st is not sufficiently clear on that point, we ought to be able to fix it during the development of subsequent modifications to the plan. However, in doing so, it will be important to maintain an important distinction between "internships" and "jobs".

"Internships" are basically "opportunities to observe and learn without actually performing the jobs being observed". While "interns" may or may not be compensated, any compensation which is provided should be treated as non-taxable "stipends" or "allowances" (because they do not qualify as "earnings"), "interns" are generally prohibited from producing any services or products for the "business that is serving as the mentor" (i.e., because there is no "employer-of-record"), and it is required that general liability insurance be available or be procured to cover any liabilities which may arise during the course of the "internship".

On the other hand, "jobs" entail "work" for which compensation in the form of taxable "earned wages" must always be paid in compliance with the Federal *Fair Labor Standards Act* and the State's child labor laws, the employee is presumed to be producing services or products for the "employer-of-record", and the "employer-of-record" is required to procure workers' compensation insurance to cover any liabilities which may arise during the course of that employment.

- The criteria you suggest for the selection of proposed service provider subcontracts are reasonable and well founded and they, among other criteria, should be considered by the Youth Council in any solicitations of proposed subcontracts that are formulated in the ensuing months.

- The anxiety you express about the potential lack of expertise, experience, and sensitivity of the personnel staffing the various elements of the One Stop San Francisco System (i.e., the access points, the one stop centers, other subcontracted service providers, other organizations based in San Francisco which are providing information, services, or both and the electronic network for the system) are shared by others with the same or differing perspectives.

Designing and implementing an effective system of "universal services for not only all job seekers but also for all employers" will be a challenge and we trust that you will continue to be an active participant in that endeavor. While your perception that San Francisco's Career Link Center and its Southeast Center are "primarily adult centers" is unfortunate, it is apparently shared by others as well.

As previously indicated, the centers are intended for persons of all ages and all interests. Perhaps that perception would not exist but for the distinction made in the federal legislation and the State's policies between "adult programs and policy bodies" and "youth programs and policy bodies".

Thank you for the thoughtful comments and suggestions with respect to San Francisco's evolving Strategic Five-Year Workforce Investment Plan. Please continue to provide them.

Sincerely,



Raymond R. Holland
Interim President

cc: All Members of the Transitional Youth Council
All Mandatory One Stop Partners
PIC Staff
San Francisco's Initial Five-Year Strategic Workforce Investment Plan

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DEPARTMENT OF
REHABILITATION

Employment and Independence for Californians with Disabilities



Gray Davis, Governor

State of California - Health and Welfare Agency
San Francisco District Office
185 Berry St., Lobby 7, Suite 180
San Francisco, CA 94107
(415) 904-7100

February 23, 2000

Mr. Raymond R. Holland
Interim President
Private Industry Council
1650 Mission Street, Suite 300
San Francisco, CA 94103-2490

Dear Ray:

Thank you for sending me a copy of the "Application for Alternate Entity as the Local Workforce Investment Board" which was submitted to the California Office of Workforce Investment. Page 1 of Attachment C states, "The Council's authorized 30-seat membership contained and still contains six seats which are reserved for "Mandatory One Stop Partners". Those represented "Mandatory One Stop Partners" are the California Employment Development Department, the City College of San Francisco, Goodwill Industries, the San Francisco Department of Human Services, the San Francisco Unified School District, and the Council's corporate *alter ego* the PIC, Inc."

Mary Edington, Executive Director of Goodwill Industries has been an active, vital, contributing board member of the SF PIC for several years. As a representative of the rehabilitation community, I am grateful for her leadership and advocacy in this arena. Attachment C, however, identifies Goodwill Industries as a "Mandatory One Stop Partner". I am not aware that Goodwill Industries holds this designation in the legislation. I hereby request clarification from you on this issue.

Thank you in advance for your assistance.

Sincerely,

A handwritten signature in black ink, reading "Luciana C. Profaca". The signature is fluid and cursive, with the first name "Luciana" being more prominent and the last name "Profaca" following in a similar style.

Luciana C. Profaca
District Administrator

LP/rc

cc: Craig Martin, Chair, PIC
Mary Edington, Executive Director, Goodwill Industries



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

February 25, 2000

Ms. Luciana C. Profaca, Administrator
San Francisco District Office
California Department of Rehabilitation
185 Berry Street, Lobby 7, Suite 180
San Francisco, CA 94107

Dear Luciana:

This responds to your February 23rd letter in which you ask if the San Francisco Office of Goodwill Industries meets the criteria specified for a "Mandatory One Stop Partner" under the provisions of Subsection 121 (b)(1)(B)(iv) of the *Workforce Investment Act*.

That is a good question. While representatives of both Federal and State Governments have been reluctant to intervene officially in identifying "Mandatory One Stop Partners" specified in Subsection 121 (b)(1)(B) of the Act for any particular local area (representatives of the Labor Department did unofficially identify two of San Francisco's "Mandatory One Stop Partners" in November of last year), it is possible that question may be answered in the State's response to the January 31st application to have the Private Industry Council of San Francisco certified as the "Alternative Entity for San Francisco's Workforce Investment Board". However, since the Act does not require that any "One Stop Partner" be represented in the membership structure of an "Alternative Entity", there is a good chance that question will not be addressed in the State's response to the application.

Since Section 117 (i) of that Act requires the public body seeking certification as an "Alternative Entity" to have the same "membership structure" it had on December 31st of 1997 and since the San Francisco Office of Goodwill Industries represented "rehabilitation service providers" on the Private Industry Council at that time under the provisions of the *Job Training Partnership Act*, that seat is identified in the application as one of the two "Mandatory One Stop Partners" specified under the provisions of Subsection 121 (b)(1)(B)(iv) of the *Workforce Investment Act*. The State's Department of Rehabilitation is identified as the other "Mandatory One Stop Partner" because it clearly meets those provisions.

You are not the only one to raise this particular question. Why should San Francisco Vocational Services, a long-time subcontractor of the Private Industry Council, not also be considered to be a "Mandatory One Stop Partner" under that particular provision of the Act?

In addition, representatives of the United Education Institute (UEI), claiming to have "over 25 years of experience with the JTPA and Rehabilitation Community" (in areas other than San Francisco, it appears) and to be a "One-Stop Shop" under the same provisions of that Act, have recently invited most members of the PIC's senior staff and probably others to an open house breakfast it will be holding next month at its new premises at United Nations Plaza.

Our policy of inclusiveness in designating the initial "Mandatory One Stop Partners" in the January 31st application was also extended to the representation of entities in San Francisco which have been carrying out the programs and activities specified in Subsections 121 (b)(1)(B)(vi) and (ix) of the Act.

Both the National Council on Aging and Self Help for the Elderly have for a long time been carrying out "Senior Community Service Employment Programs" in San Francisco that are authorized under Title V of the *Older Americans Act* and it is anticipated that both will continue to do so after July 1st of this year.

In addition, Swords to Plowshares has been carrying out the "Homeless Veterans Reintegration Program" in San Francisco for a number of years under the provisions of Title IVC of the JTPA (or "chapter 41 of title 38 of the United States Code") and it is now preparing an application for the U.S. Department of Labor to continue doing so under Title IVB of the WIA after July 1st of this year.

The immediate issue for that application has been to seek the State's certification of a "public body" in San Francisco to approve the latter's Strategic Five-Year Workforce Investment Plan" and any modifications to it prior to June 30th of this year. There are no provisions in Federal Law for this responsibility to be discharged by any other kind of "interim body" and, if I understand the Department of Rehabilitation's policy correctly, it will not enter into any of the "Memoranda of Understanding" specified in Section 121 (c) of the Act with any kind of "interim body" which has not been "certified" by the State.

In addition, while Section 1090 of the California Government Code prohibits "public bodies" (e.g., "Local Workforce Investment Boards", etc.) from entering into the kinds of "Memoranda of Understanding" described in Section 121 (c) of the Act with any of its members (e.g., "One Stop Partners", etc.), Section 1092.1 of that same code provides an explicit exemption for "Private Industry Councils" to do so. It is assumed that exemption extends to "Private Industry Councils" that are serving as "Alternative Entities for Local Workforce Investment Boards".

I hope this addresses some of your concerns. If you think we are in error, please let me know specifically where and any suggestions you might have for addressing those issues differently at this particular time.

Sincerely,



Raymond R. Holland
Interim President

cc: Craig Martin, Council Chairman
Will Lightbourne, SFDHS
Mary Edington, Goodwill Industries
Nicholas de Lorenzo, NCOA
Anni Chung, Self Help for the Elderly
Michael Blecker, Swords to Plowshares
PIC Staff
San Francisco's Initial Five-Year Strategic Workforce Investment Plan



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the People
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Employment Development Department

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FAX TRANSMITTAL

TO FAX #: <u>415-431-8702</u>	DATE <u>2/18/00</u>	FROM FAX #: <u>415-749-7476</u>
Name <u>Comments - WIA Plan</u> <small>Last First</small>		Name <u>SEARROUGAT</u> <small>Last First</small>
Location _____ <small>City Office # / MKC</small>	<u>3</u> # PAGES (Including Transmittal)	Location <u>San Francisco, CA</u> <small>City Office # / MKC</small>
Telephone # <u>415-431-8700</u>		Telephone # <u>415-920-2390</u>

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Subject/Comment:

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P.01

Comments on the San Francisco Strategic Five-Year Workforce Investment Plan:

Page 9, II.4. The Wagner Peyser Act funded Employment Service program and the Unemployment Insurance Program will be integrated into the One-stop system. Although UI claim filing will primarily be accomplished via the telephone through centralized call centers, basic information about the UI program will be made available in the one-stops. The Job Service staff have been trained to assist clients requiring or preferring in-person services with specific UI program needs, including in-person assistance with claim filing if necessary.

Page 20, V.A. The planning and development of the One-stop Career Centers needs to be given more consideration before expansion of the existing system is attempted. The plan calls for four centers to provide all core services and most intensive services. Consideration of the systems ability to support this ambitious plan should be made before committing to the expansion.

Page 22, V.C. The reference to integration of funding streams needs to be clarified. Under the Workforce Investment Act federal funding is not integrated but remains categorical. Services and staff performing those services will be integrated but funding will remain separate.

Page 23, V. D. In describing the role of memorandums of understanding there is reference to agency contributions. The plan states that agency contributions will vary according to function and size of program, prorated according to a formula based on staff size and funding levels. Since the MOU will be negotiated between the WIB and service providers in the one-stop system, the determination of contributions should be subject to negotiations. This statement should not be included without further clarification of the formula and how it would apply.

Page 26, V. I. The comments in this section seem out of place and do not address the question of how systems to determine job requirements and job lists, including Wagner Peyser Act provisions, be delivered to employers. The Strategic Five Year State Workforce Investment Plan, section IV.B.2., indicates that the Job Service will offer partners the use of CalJOBS, Program Activity Support System (PASS), Employer Contact Management System (ECMS) and the Activity Calendar and Event Scheduler (ACES). The ECMS may be used to coordinate employer outreach for job identification contacts and solicitation of entry-level and other job listings made by the One-stop System.

Page 26, V. J. According to two sections (III.B.3.e. and IV.B.7) in the State Plan the Job Service (WPA) will schedule profiled UI clients for Initial Assistance Workshops to complete Individual Employment Plans and refer claimants to other reemployment services, as appropriate. Services to UI claimants are a primary activity funded under the Wagner Peyser Act (WPA).

Page 27. V.L. The Wagner Peyser funded Job Service will continue to provide universal access and priority of service for veterans in each One-stop Center. CalJOBS has a 24-hour Veteran Priority Hold. Local Veterans Employment Representatives and Disabled Veterans Outreach Program Specialists provide case managed intensive job services to eligible veterans. Veterans should be notified of their legal right to priority of WPA funded services.



February 28, 2000

PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

Ms. Lucy Scarbrough, Manager
Job Services Office No. 504
Employment Development Department
Career Link Center
3120 Mission Street
San Francisco, CA 94110

Dear Lucy:

This letter responds to your February 18th comments and suggestions with respect to either or both official drafts of San Francisco's Initial Strategic Five-Year Workforce Investment Plan.

Even if, because of time constraints, some of your suggested alternative language is not incorporated into the text of the final version of San Francisco's Initial Five-Year Strategic Workforce Investment Plan, all of it and this response to it will be incorporated as an attachment to that plan for subsequent consideration in possible future modifications to that plan. You, after all, represent the local authority for the *Wagner Peyser Act*, the Unemployment Insurance, and the Disabled Veterans Outreach Program services in the One Stop San Francisco System.

Your observation that, under the *Workforce Investment Act*, the different streams of federal funding will remain categorical and it should be the services and staff performing them, instead of the funding streams themselves, which should be "integrated" are particularly noteworthy especially if the State does not intend to develop a "unified plan". While there is no evidence that the State intends to develop a "unified plan" any time soon, please note that, with the wide array of Federal, State, Local, and private sector funding streams which are already incorporated into its one stop system, San Francisco may be in a better position to have a "unified plan" than is the State.

In light of that observation, one of the more immediate issues that we should attempt to resolve for the One Stop San Francisco System (if not also for the State's One Stop System) is how personnel of all "One Stop Partners" can provide reasonably accurate responses or referrals to the increasing number of homeless and limited English speaking individuals for whom the Department's apparently exclusive reliance on the telephone for unemployment insurance inquiries is inadequate.

Hopefully, there will be sufficient time during the ensuing four months to address this and other issues you have raised before implementing the new legislation on July 1st of this year. Thanks very much for your thoughtful comments and guidance.

Sincerely,

Raymond R. Holland
Interim President

cc: All Members of the Strategic Transition Committee
All Mandatory One Stop Partners
PIC Staff
San Francisco's Initial Five-Year Strategic Workforce Investment Plan



E-MAIL COMMENTS

(10) From: John R. Cammidge (via R. Holland) Date: Wed, 12 Jan 2000 15:35:03 -0800

(Excerpt) For clarification, the motion presented was that the PIC adopts the recommendation of the Strategic Transition Committee to recommend that a new San Francisco Workforce Investment Board be established under the provisions of the Federal Workforce Investment Act, but that a proviso be added requiring that during the transition period, until the new entity is formed and is functioning, that the PIC continues its current role and is designated as an "alternative entity" if this is legally required to allow it to continue providing training services to its customers in San Francisco.

(11) From: JKM227 Date: Fri, 28 Jan 2000 20:22:35 EST

Ray & colleagues - Just read your draft, and found lots to like. Just a couple of comments:

On page 39, item E - could this refer back to language such as is found on page 35, item number 2, paragraph 4?

On page 36, item 5 - Can youth be hooked to GED programs through Beacon Centers?

On page 27, item M - I don't know if there are many applicants for agricultural employment, because this section doesn't state that. If there are applicants, but you're saying that there are no positions; it seems that you might be missing a link with some of your (and our) resource partners. What about SLUG? What about Recreation & Parks (Parks Division)? What about the Ornamental Horticultural Department at City College? Did you know that the Cole Hardware monthly newsletter, which has a section covering their extensive contractor referral service, is advertising in the issue that came in the mail on January 27th for gardeners? Through personal contacts, I'm aware that they're desperate. Also, I have tried to hire gardeners through City College's referral service, and none are available - all too busy! Makes me think.... how about you?

(12) From: Intercultural Institute of California Date: Wed, 2 Feb 2000 12:18:10 -0800

Dear Mr. Holland and Committee Members (Re: One-Stop Access Points):

We at the Korean Center, Inc.(KCI)/ Intercultural Institute of California (IIC) wish to express our concern for non-English speaking clients. From previous meetings, we understand that generally there are few translators available for non-English speakers at the One-Stop Access Points.

Thus, we request that the KCI/IIC be added to the list of One-Stop Access Points in your draft, Attachment 4. And wherever applicable in the draft, you might mention that as a One-Stop Access Point we can provide information to clients in Korean and Russian, and (limited) Japanese and Chinese.

We will follow-up this e-mail message up with a hard-copy. Thank you. Very truly yours,
Jonathan D. "Jack" Suss, Development Director, Youn-Cha Shin Chey, Ph.D., President,
KCI/IIC

(13) From: Self-Help for the Elderly Date: Wed, 10 Feb 2000

To: Raymond R. Holland, Interim President of Private Industry Council

SUBJECT: Correction of February 8 Comments on the Jan. 25, 2000 Draft of the San Francisco Strategic Five-Year Local Workforce Investment Plan

1. Local Vision and Goals (II)- On July 1st 2000, the title I of the new law, WIA will eliminate and replace JTPA Section 204 (d) set-aside program for the older workers (Title II A, 5% OIP). In view of that and due to hard to surmount multiple barriers to employment, the greater need and disadvantageous position of the older worker should be particularly addressed and spelled out in the five-year plan. It should be justified to mention that the amount of the grants and funds of the JTPA for the older worker eliminated would be matched or topped by that of the WIA. The breakdown is as follows: (a) from "JTPA Hold Harmless Provisions" to the PY2000 allocation of WIA funds not to be less than approximately 90% of the PY' 99 JTPA funds (Title II A, 5% OIP over 55 years old). (b) other ten percent or more from Title I Adult of WIA , YP'2K Allocation, to replace the JTPA Title II A (77% Formula) for those between 45 and 55 years old segment which was recommended to be also as OIP by the Working Group, 1/12/00 for the Local Plan. (c) additional can be from CalWorks, Welfare to Work, and etc.

2. Leadership (IV A.)- For the new members to be included in the Council for the expansion, the new legislation recommended that the number should "be limited to reduce the possibility of a very large/cumbersome board". 127 members seem large comparing to 41, 49, or 113. Beside all Mandatory One Stop Partner selected, each of the other members should represent a unique group. Duplication should be avoided. For example, each of the following groups represents a unique interest community: Veteran, Rehabilitation, Elderly, and etc.

Lau M. Leong, Project Director, Self-Help for the Elderly

(14) From: Michael Blecker, Swords to Plowshares

Date: 19 Jan. / 10 Feb 2000

Subject: Comments re Local Plan

I'm proposing the following two sentences serve to open Section II. Local Vision And Goals: "In San Francisco there is a widening gap between skilled and unskilled workers. Recognizing the harsh consequences for those left behind, the City is committed to designing and implementing a workforce system that prioritizes scarce WIA resources for those with multiple barriers to employment."

I believe the remaining narrative of A. 1 can be kept intact. Please let me know if you have any questions. Thanks.



Sent by: Colleen D. Wood

To: w.dixon@picsf.com

cc:

Subject: 5-Year Strategic Plan - San Francisco

Dear Wes,

I am sending these thoughts/recommendations to you today, based on last night's public testimony, because of the short period of time that exists before the next draft of the 5-Year Strategic Plan for San Francisco needs to be sent to the Strategic Transition & Transitional Youth of the committees. I have not had time to carefully study the written testimony but would hope that at least some of the following items are factored into the second draft.

- Recognize the existence and use of multiple and multicultural learning centers for youth where there is a track record of successful job placement. We should not restrict ourselves to conventional points of learning (e.g., City College) when customers can be better served elsewhere (Young Community Developers).
- We need to be clear on what will constitute a "one step center" and how we connect all of them to ensure that we create an integrated job skills development program.
- I would like to see a little more assessment of the types, levels and numbers of jobs that we expect either to be created in San Francisco over the next 5 years or that will become vacant because of career movement, and where and how we intend to target specific employment entry points. We should be clear on how we will address large, medium and small business needs. Also, over time, we need to better understand career ladders in the City and how we use this knowledge to provide more effective employment development.
- Hopefully we will give some specific recognition to the multiple barrier problems of youths 14-17.
- It would be useful to recognize our different ethnic constituents in San Francisco and how we will make it easy and customer friendly for them to access one-step centers; this goal should include mention of undocumented aliens.
- I am fine if we devote a separate paragraph (or more) to the value of CBO's and the need to carefully balance their use with the introduction of vouchers. The goal should be maximizing the number and proportion of successful placements, using whatever means are necessary to achieve this optimal result. We should also illustrate some of the excellent work and processes that individual CBO's have implemented in San Francisco, and indicate how we plan to leverage these ideas to improve the effectiveness of employment development in the City and County of San Francisco.
- If possible, we should be clearer on our expected composition of the new WIB (post "interim" PIC) in order to establish a representative, yet manageable, Board, and not create false expectations among the CBO's who seem to want broad WIB representation.
- I am fine with us acting courageously ("brave" according to Steve Bingham), but at the same time we should retain flexibility and choice in the overall plan so that we can adapt execution to the circumstances we find as we move forward with strategic plan implementation.
- On the "trades" and union issue, this may need more of a focus from an overall career management aspect rather than specific funding of trade apprenticeships. Nevertheless, it should be addressed in the Plan text.
- More detail on how we plan to incorporate and prioritize the homeless customer base. Clearly there are trade offs here between numbers placed and the cost of each placement; yet somehow, we need to address all customer groups fairly and creatively.
- Be specific on ESL as a significant barrier for the refugee community.
- Our vision on the use of technology might also be worth some detail. How will we use web-based

enablers to quickly diagnose customer needs, effect necessary skill development, and find appropriate job placements. This should be done in a way that connects all the one step entry points so that there is an integrated and cohesive approach to addressing multiple barriers to employment in San Francisco

Words, I know, are easy; actions much more difficult. However, if we don't get the right words in our 5-Year Strategic Plan, I worry that there will be no audit trail that will enable evaluation of our successes and failures five years from now. I trust that the above thoughts will be helpful.

John R. Cammidge

() From: Donna Feingold, Toolworks**

Date: February 10, 2000

Dear Members of the Strategic Transition Committee,

I would like to offer the following comments both in relation to the first draft of San Francisco's Initial, Five-Year Strategic Workforce Investment Plan and to the ongoing efforts to develop an effective and efficient system that meets the needs of all San Franciscans.

I would like to commend the plan for its special commitment to serving individuals with multiple barriers to employment. The plan specifically mentions homeless individuals, dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farm workers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans, older individuals, people with limited English speaking ability and people with disabilities.

Yet, the plan also acknowledges in Section III D that "San Francisco's diverse economy provides few opportunities for low-skill workers. Its primary needs are for well-educated, high skill workers, especially in high-tech fields." There exists, therefore, a wide gap between individuals with multiple barriers and the needs of the San Francisco workforce. My hope is that the local Workforce Investment Board will invest much time and resources to find solutions that will lessen this gap. I think many of us are concerned with the ever growing disparity between those in our community who "have" and those who "have not".

As the executive director of a nonprofit agency serving individuals with disabilities, I offer a few modest recommendations. I urge the inclusion of representatives from the CBO community to play an active part on the local Board as well as on other committees that address the concerns of special needs populations and individuals with multiple barriers. I urge the use of contracts, in addition to the voucher system, when developing programs to serve these populations. I urge the local Board to develop a system that truly is customer friendly and is accessible to all individuals. I urge the local Board to develop a system that promotes success and is flexible on how success is measured based on the needs of the individual. I urge the Board to develop an easy way to certify CBO's who have a track record of working effectively with special needs populations.

I would also like the Board to look for creative and innovative ways to address some of the difficult problems facing our community. As we move ahead under the new Workforce Investment Act, let us take this opportunity to critically assess what it is we do well and what we can be doing better. Let it be an opportunity for us to form new partnerships and strengthen linkages. As we know, no one works in a vacuum and when dealing with individuals with multiple barriers to employment, there needs to be a holistic approach that deals with housing, childcare, transportation, treatment needs, and other supportive services.

The local Board should also consider looking at CBO's not only as providers of services and training, but in many cases, employers who hire, train and promote individuals with multiple barriers. Hopefully the Board will support the development of social entrepreneur programs that create jobs for special needs populations. Likewise, the Board can also help foster partnerships among CBO's and the business community, labor and city colleges. These partnerships can work towards filling the gap between individuals with multiple barriers to employment and the workforce needs of the local economy.

Finally, although this might sound self-serving, I urge the local Board to work with the CBO community in helping us develop ways to attract, train and retain qualified workers. For us to be successful in working with special needs populations, we must have a skilled workforce

ourselves. Therefore, reimbursements for services need to be equitable in order to pay competitive wages. We talk a lot about affordable housing for the people we serve when in reality; these issues are equally applicable to our staff.

I believe we can have a positive impact on the lives of the people we serve if we work together to find creative and lasting solutions. Thank you for your time and attention.

Subject: Re: [Fwd: comments]
Date: Mon, 28 Feb 2000 12:41:32 -0800
From: Raymond Holland <rrholland@picsf.org>
Organization: Private Industry Council of S.F.
To: Donna Feingold <DFeingold@toolworks.org>
References: 1

1:

Since the PIC's Internet Service Provider inadvertently allowed our DSL line to be disconnected between February 11th and 17th, the "February 10th comments" that you forwarded on February 14th were not "received or read" until after February 17th. Nevertheless, it seems to me that many, if not all, of your comments and suggestions were included in the February 16th "Penultimate Draft of San Francisco's Initial Strategic Five-Year Workforce Investment Plan" that was approved by the Council on February 25th. That is because many of your comments and suggestions were also included among those from the Committee on Contracting Agencies and others.

However, if you do find that some of your comments or suggestions were overlooked, I apologize. If you think they should still be considered by the Strategic Transition Committee, the Council, and the Mayor for inclusion in subsequent modifications of that plan, would you please let me know?

If you find that none of your comments or suggestions were overlooked, please let me know because that would be a miracle!

Ray L. Dixon" wrote:

Feingold

Subject: comments
Date: Mon, 14 Feb 2000 15:14:43 -0800
From: Donna Feingold <DFeingold@toolworks.org>
"plan_comments@picsf.org" <plan_comments@picsf.org>

Attached please find my comments on the first draft of San Francisco's initial, five-year strategic Workforce Investment Plan. <<WIA Response.doc>>

Name: WIA Response.doc
WIA Response.doc **Type:** Microsoft Word Document (application/msword)
Encoding: base64

ATTACHMENT 3 - ORGANIZATIONS INVOLVED IN DEVELOPMENT OF VISION AND GOALS**Members of the PIC Strategic Transition Committee (STC)**

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AirTouch Communications
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San Francisco 94112

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870 Market Street, Suite 785
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San Francisco Unified School District
135 Van Ness Ave., Room 217
San Francisco 94102

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Goodwill Industries
1500 Mission Street
San Francisco 94103

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Fitschen & Associates, Inc.
560 Sutter St., Suite 210
San Francisco 94102

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555 California St., 17th Floor
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Mad Will's Food Company, Inc.
450 Gough Street
San Francisco 94102

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San Francisco Vocational Services
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San Francisco 94103

Mrs. Leslie L. Luttgens
Chairwoman
B.L.T.F. Deputies
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San Francisco 94108

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Attorney-at-Law
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San Francisco 94102

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President
Albion Mountain Springs Water Co.
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(continued)**

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1182 Market St., Suite 300
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San Francisco State University
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California Employment Development Dept.
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San Francisco 94110

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209 Sagamore Street
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Council (TYC)**

Mr. Bob Anyon (Co-chair)
Executive Director
School to Career Partnership
1372 43rd Avenue
San Francisco 94122

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Transitional Youth Council (continued)

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Enterprise for High School Students
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San Francisco 94105

Mr. Art Tapia
Coleman Advocates for Youth
1 Ruth Court
Novato 94947

Ms. Pamela Ulmer
Senior Manager, Community Relations
McKesson HBOC, Inc.
1 Post St., 31st Floor
San Francisco 94104

Ms. Susan Zeleznik
Arthur Andersen, LLP
101 Second St., Suite 1100
San Francisco 94105

Committee of Contracting Agencies (CCA)

Co-chairs Mr. Craig King & Ms. Zelda Saeli, representing 56 PIC subcontractors

San Francisco WIA Transition Team

Chair Tony Lugo, representing:
Arriba Juntos
Career Link (CCSF)
City College of San Francisco
San Francisco Dept. of Human Services
California Dept. of Rehabilitation
California EDD San Francisco
Equal Rights Advocates
Goodwill Industries, Inc.
Jewish Vocational Services
Juma Ventures
National Council on the Aging
Private Industry Council
San Francisco Labor Council
San Francisco Small Business Commission
San Francisco Unified School District
San Francisco Works
San Francisco YouthWorks
Swords to Plowshares
The Family School
Treasure Island Homeless Dev. Init.
Treasure Island Job Corps Center
Young Community Developers

**Interested Members of the Public
attending Jan. or Feb. Committee
Meetings/Public Hearings (partial list)
representing:**

African Immigrant Refugee Resource
Center,
Asian Neighborhood Design,
Bay Area Legal Aid,
Buchanan YMCA,
California EDD/San Francisco Career Link
Center,
California One-Stop Office,
Career Connection/City College of San
Francisco,
Career Link/City College of San Francisco,
Catholic Charities,
Chinatown Youth Center,
Chinese for Affirmative Action,
City College of San Francisco,
Coleman Advocates,
Economic Opportunity Council,
Ella Hill Hutch,
Enterprise for High School Students,
Episcopal Community Services,
Equal Rights Advocates,
Glaziers Local #718, District Council #16,
Goodwill Industries,
Haight Ashbury Food Program,
Horizons Unlimited, Inc.,
Jewish Vocational Service,
Juma Ventures,
Korean Center Inc./IIC,
McKesson HBOC, Inc.,

Mission Language & Vocational School,
National Council on the Aging,
New Ways to Work,
San Francisco Chamber of Commerce,
City and County of San Francisco,
Department of Children, Youth & Their
Families,
City and County of San Francisco,
Department of Human Services,
San Francisco Housing Authority,
City and County of San Francisco, Juvenile
Probation Department,
San Francisco Labor Council, Community
Services,
San Francisco School-to-Career Partnership,
San Francisco Unified School District,
San Francisco Vocational Services,
San Francisco Works,
San Francisco Youth Commission,
Self-Help for the Elderly,
Swords to Plowshares,
Toolworks,
Treasure Island Job Corps Center,
Vietnamese Youth Development Center,
Walden House, Inc.,
Women In Community Service,
Young Community Developers, Inc.,
YouthWorks.

For additional participants in the development of a San Francisco vision, see Attachment 4.

ATTACHMENT 4 - ONE STOP CENTERS AND ACCESS POINTS**One Stop San Francisco Centers**

San Francisco Career Link
3120 Mission Street
San Francisco 94120

Southeast Career Center
1800 Oakdale Avenue
San Francisco 94124

One Stop Partners (active or developing)

Treasure Island Job Corps Center
Building 442, Treasure Island
San Francisco 94130

Swords to Plowshares
1063 Market Street
San Francisco 94103

Department of Human Services
City and County of San Francisco
170 Otis Street, 8th Floor
San Francisco 94120

Self Help for the Elderly
407 Sansome Street, Suite 300
San Francisco 94111

Mayor's Office of Community Development
City and County of San Francisco
25 Van Ness Avenue, Suite 700
San Francisco 94102

San Francisco Unified School District
555 Franklin Street, 3rd Floor
San Francisco 94102

San Francisco Housing Authority
440 Turk Street
San Francisco 94102

City College of San Francisco
52 Phelan Avenue, Room E-200
San Francisco 94112

The National Council on the Aging, Inc.
870 Market Street, Suite #785
San Francisco 94102

One Stop Partners (continued)

United Indian Nations, Inc.
1320 Webster Street
Oakland 94612

Private Industry Council of San Francisco,
Inc.
1650 Mission Street, Suite 300
San Francisco 94103

Economic Opportunity Council of San
Francisco, Inc.
1426 Fillmore Street, Suite 204
San Francisco 94115

City College of San Francisco
1400 Evans Avenue
San Francisco 94124

Center for Employment Training
701 Vine Street
San Jose 95110

State Department of Rehabilitation
185 Berry Street, Lobby 7, Room 180
San Francisco 94107

E.D.D. Job Service Office #504
P.O. Box 7850
San Francisco 94120

One Stop Access Points

AIRRC/Third Baptist Church
30 Mason Street
San Francisco 94102

Arriba Juntos
1850 Mission Street
San Francisco 94103

Asian Neighborhood Design
1232 Connecticut St.
San Francisco 94107

Bernal Heights Neighborhood Assoc.
515 Cortland Avenue
San Francisco 94110

One Stop Access Points (continued)

Booker T. Washington Community Center
800 Presidio Avenue
San Francisco 94115

Catholic Charities
833 Market Street, Room 316
San Francisco 94103

Career Resources Development Center
655 Geary Street
San Francisco 94102

Ctr. for Young Women's Development
965 Mission Street, Ste. 450
San Francisco 94103

Central City Hospitality House
290 Turk Street
San Francisco 94102

Chinese for Affirmative Action
17 Walter Lum Place
San Francisco 94108

Compass Homeless Family Center
942 Market Street
San Francisco 94102

State Department of Rehabilitation
185 Berry Street, Suite 94
San Francisco 94107

Ella Hill Hutch Community Center
1050 McAllister Street
San Francisco 94115

Enterprise for High School Students
450 Mission Street, #408
San Francisco 94105

Goodwill Industries
1500 Mission Street
San Francisco 94103

Haight Ashbury Food Program
1525 Waller Street
San Francisco 94117

Ingleside Community Center
1345 Ocean Avenue
San Francisco 94112

Jewish Vocational Service
77 Geary Street, Suite 401
San Francisco 94108

Jobs for Youth
1650 Mission Street, Suite 300
San Francisco 94103

Korean Center/Intercultural Institute
1362 Post Street
San Francisco 94109

National Council on the Aging
870 Market St., Suite 785
San Francisco 94102

Northern California Service League
28 Boardman Place
San Francisco 94103

OMI Family Resource Center
1241 Grove
San Francisco 94117

Positive Resource Center
973 Market Street, 6th floor
San Francisco 94013

Renaissance Parents of Success
1800 Oakdale Ave.
San Francisco 94124

San Francisco Conservation Corps.
Bldg. 102 Fort Mason
San Francisco 94123

San Francisco Housing Authority
1251 Turk Street
San Francisco 94115

Community Database Services
San Francisco Public Library
City and County of San Francisco
Civic Center Plaza
San Francisco 94109

San Francisco Vocational Services
814 Mission Street, Suite 600
San Francisco 94103

One Stop Access Points (continued)

Self-Help for the Elderly
407 Sansome Street
San Francisco 94111

Treasure Island Job Corps
655 H Avenue, Bldg. 442, Treasure Island
San Francisco 94130

So. of Market Employment Center/MHH
288 Seventh Street
San Francisco 94103

Visitation Valley Job Education & Training
333 Schwerin Street
San Francisco 94134

Swords to Plowshares
1063 Market Street
San Francisco 94103

Walden House, Inc.
1185 Mission Street
San Francisco 94103

The Family School
548 Fillmore Street
San Francisco 94117

Young Community Developers
1715 Yosemite Avenue
San Francisco 94124

Toolworks
1119 Market St., Ste. 300
San Francisco 94103

(Additional Access Point agencies and locations will be added as the system develops.)

ATTACHMENT 5 - MEMORANDA OF UNDERSTANDING, LOCAL BOARD AND ONE STOP

Page(s) reserved for MOUs to be developed for One Stop San Francisco.

Status Report: One Stop Information System

One Stop San Francisco (OSSF) is building a solid foundation for our citywide electronic infrastructure. The OSSF web site (www.onestopsf.com), developed with funding from two state One-Stop grants, provides direct access to information about all OSSF services. Customers, with virtually any level of computer expertise, can find links to the appropriate service(s) through a simple interactive process. The three main sections of the site - Agencies, Job Seekers, and Employers - provide extensive resources for each of these customer groups. The site also provides basic information about OSSF services in several languages, including Spanish, Chinese, and Russian. Other features of our "virtual One Stop" include the Skills Bank, an interactive calendar, and a user-friendly interface with the San Francisco Public Library's database of community services. The Skills Bank - a database of pre-screened, job-ready One Stop clients - provides employers with the ability to search for potential applicants possessing skills specific to their needs. Nearing completion of phase one, OSSF plans to add the following enhancements to the site during the next phase of the project:

- a web-based analysis and reporting application that will provide immediate access to statistics on clients and services provided
- a system-wide Intranet for connecting One Stop partners and fostering further collaboration
- online customer surveys for evaluating our effectiveness and obtaining feedback from the community.

Additionally, One Stop San Francisco will deploy a system-wide universal application for client tracking and case management. By providing accurate and timely information through this electronic system, we will ensure that all One Stop customers, from job seekers to employers, receive universal access to One Stop resources.

State One Stop grant funds have also allowed us to provide twenty-six computer systems for community-based organizations that serve as "Access Points" for OSSF services. At present, there are 30+ Access Point agencies that provide services to special populations throughout San Francisco. These Access Points have worked closely with OSSF on the development of the web site and other projects critical to our One Stop system.

ATTACHMENT 6 - SYNOPSIS OF SAN FRANCISCO'S PROPOSED YOUTH OPPORTUNITY GRANT**Project Summary** of Fall 1999 Youth Opportunity Grant Application to the U.S. Department of Labor.

On June 2, 1999 the U.S. Department of Labor solicited proposals for Youth Opportunity Grants with a due date of Sep. 30, 1999. The solicitation described the "YOGs" as follows:

The Youth Opportunity Grants authorized under ... the Workforce Investment Act (WIA) of 1998 significantly increase resources available for serving youth growing up in high-poverty urban and rural areas. The Department of Labor (DOL) envisions that these new resources will be used as a complement to the Job Corps, School-to-Work, formula-funded WIA programs, Department of Education programs, and other programs funded at the Federal, State, and local level to help youth make the transition to adulthood. We expect through these grants to develop high-quality programs that help individual youth find better jobs and increase their educational attainment. In addition to these positive outcomes for individual youth, we also expect to achieve community-wide impacts in increasing youth employment rates and educational attainment.

The Youth Opportunity Grants also offer a chance to build improved systems for serving youth. Planning and implementing these grants will require local areas to think geographically in targeting resources; to coordinate more closely with the public school system, juvenile justice system, the private sector, community-based organizations, and existing programs providing services to youth; to retain dedicated staff over several years; to develop high-quality programs based on best practices; and to provide follow-up services to youth for a longer period than previously required by employment and training grants. A primary goal of Youth Opportunity Grants is to put systems in place that will be sustained after grant funds cease and result in long-term improvements in our capacity to serve youth.

The proposed Youth Opportunities for San Francisco (YO SF!) grant will create a substantial youth employment and development immersion program for residents aged 14-21 in our four federally designated Enterprise Communities — SOMA, Mission, Bayview/Hunters Point and Visitacion Valley. A comprehensive network of services will be designed to unite our most effective existing public and private programs and organizations into a streamlined, effective-practice oriented system.

Through the establishment of four Youth Opportunities Centers at existing service locations, the electronic linking of all centers with service providers, and new programmatic initiatives, the YO SF! grant will enable the City to enhance current program quality and reduce service gaps. By merging this new network of services with our One Stop, School to Career, and workforce development system, San Francisco will create a customer-oriented blueprint for quality improvements in youth programs, staffing, and services.

Local educational and community-based agencies will play pivotal roles. Sustainable links with the private sector are a key feature of the program design, with ties to existing large and small employers..

YO SF! will develop a trained staff and provide a framework for model integration of youth programs and support services. A "Quality Training Resource Center" will be launched as an information broker, Access Point, and coordination center for staff to obtain quality training in a variety of policy and practical areas, in both youth and adult services.

The budget for the first program year will total \$7 million, with subsequent funding for several years. The PIC will administer the grant and employ a fully-equipped staff of 50. Monitoring and evaluation by the U.S. Department of Labor will be continuous.

ATTACHMENT 7 - ADDITIONAL LABOR MARKET INFORMATION

Top 10 Occupations With the Fastest Growth
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages		Absolute Change	Percent Change
		1995	2002		
221270	COMPUTER ENGINEERS	1,010	2,210	1,200	118.80%
215080	EMPL INTERVIEWERS--PRIV OR PUB	380	680	300	78.90%
660110	HOME HEALTH CARE WORKERS	850	1,490	640	75.30%
830020	INSPECTORS, TESTERS, & GRADERS, PREC.	420	690	270	64.30%
251020	SYSTEMS ANALYSTS--ELEC DATA PROC	2,770	4,540	1,770	63.90%
680350	PERSONAL AND HOME CARE AIDES	240	360	120	50.0%
340050	TECHNICAL WRITERS	290	430	140	48.3%
251050	COMPUTER PROGRAMMERS	2,770	3,980	1,210	43.7%
340350	ARTISTS AND RELATED WORKERS	1,240	1,760	520	41.9%
895020	PATTERNMAKERS AND LAYOUT WORKERS	180	250	70	38.9%

Top 10 Occupations With the Greatest Absolute Job Growth
San Francisco County, 1995-2002

California OES Code	Occupation	Annual 1995	Averages 2002	Absolute Change	Percent Change
670050	JANITORS, CLEANERS--EXCEPT MAIDS	10,310	12,500	2,190	21.2%
190050	GENERAL MANAGERS, TOP EXECUTIVES	15,480	17,440	1,960	12.7%
251020	SYSTEMS ANALYSTS--ELEC DATA PROC	2,770	4,540	1,770	63.9%
490110	SALESPERSONS, RETAIL	15,940	17,710	1,770	11.1%
551080	SECRETARIES, GENERAL	13,320	14,800	1,480	11.1%
630470	GUARDS AND WATCH GUARDS	6,990	8,360	1,370	19.6%
553050	RECEPTIONISTS, INFORMATION CLERKS	5,980	7,330	1,350	22.6%
490230	CASHIERS	9,250	10,560	1,310	14.2%
650080	WAITERS AND WAITRESSES	7,780	9,060	1,280	16.5%
251050	COMPUTER PROGRAMMERS	2,770	3,980	1,210	43.7%

Top 10 Occupations With the Most Openings
San Francisco County, 1995-2002

California OES Code	Occupation	Job Openings
490110	SALESPERSONS, RETAIL	5,760
490230	CASHIERS	4,760
190050	GENERAL MANAGERS, TOP EXECUTIVES	4,270
650080	WAITERS AND WAITRESSES	4,190
670050	JANITORS, CLEANERS--EXCEPT MAIDS	3,770
551080	SECRETARIES, GENERAL	3,160
553470	GENERAL OFFICE CLERKS	3,020
630470	GUARDS AND WATCH GUARDS	2,400
553050	RECEPTIONISTS, INFORMATION CLERKS	2,350
650170	COUNTER ATTENDANTS--FOOD	2,240

Top 10 Occupations With Projected Declines
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages		Job Declines	Openings Due to Separations
		1995	2002		
531020	TELLERS	7,260	5,200	-2,060	1,820
553070	TYPISTS, INCLUDING WORD PROCESSING	5,210	4,160	-1,050	340
553380	BOOKKEEPING, ACCOUNTING CLERKS	10,350	10,100	-250	1,080
560020	BILLING, POSTING, CALC MACHINE OPS	570	350	-220	150
573110	MESSENGERS	1,300	1,130	-170	190
533140	INSURANCE POLICY PROCESSING CLERKS	950	810	-140	80
560110	COMPUTER OPS--EX PERIPHERAL EQUIP	1,590	1,460	-130	160
553140	PERS CLERKS--EX PAYROLL	820	690	-130	110
219110	COMPL, ENFORCE INSPECT--EX CONST	1,230	1,110	-120	170
531210	LOAN AND CREDIT CLERKS	1,520	1,400	-120	150

EDD's Labor Market Information Division describes local industry trends as follows:

Industry Trends and Outlook, 1995-2002, San Francisco County

From 1995 to 2002, nonagricultural employment in San Francisco will grow by 51,100 jobs, including both full-time and part-time positions. Services will dominate the expansion, with significant gains also projected in retail trade and construction. Other industry divisions will post smaller gains or declines.

Services will add the largest number of jobs — 47,100 — in San Francisco County between 1995 and 2002, with nearly 60 percent of that advance to occur in Business Services. As the table below shows, the Business Services gains will be concentrated in employment agencies. Also high in terms of job growth will be the computer services and commercial art components that are part of the multimedia industry.

San Francisco Business Services Projected Additional Jobs 1995-2002

Temporary and other employment agencies	11,500
Computer programming and related services	6,800
Building maintenance and pest control services	2,500
Mailing, reproduction, commercial art and related	1,500
Advertising services	1,400
Guard, detective and armored car services	1,300

Other services industries will also register significant gains during the seven-year projection period. Engineering, architectural, accounting, research and management services will grow by 6,600 jobs, with the management and public relations part leading the way within that grouping. Sizable job gains are projected in the following medical components: dental offices; specialty outpatient clinics; offices of health practitioners such as acupuncturists, occupational and physical therapists and nutritionists; offices of chiropractors; and home health care services. The amusement and movie industry will add 2,500 jobs over the seven-year period. The industry projected to gain the most jobs within the "other services" category will be social services. Its 2,400 additional jobs will include significant increases in individual and family social services and child care services. The completion of various new hotels, as well as the expansion of others, will boost hotel employment by 1,800 over the seven-year period. Meanwhile private education will gain 1,000 jobs.

Retail trade employment will expand by 7,300 between 1995 and 2002. Nearly half of the retail jobs will occur at restaurants and bars, spurred by population growth and increasing tourism. The addition of a major new department store, combined with gains in grocery stores and other types of stores such as those selling souvenirs will also create substantial new retail jobs.

Construction is projected to show an increase of 2,700 jobs between 1995 and 2002. However, construction employment gains are not expected to match the high levels posted in 1997-98 because some major projects such as the airport expansion and Giants' stadium will be completed prior to 2002.

Manufacturing employment, which generally declined during the eighties and first half of the nineties, is projected to increase by 1,100 jobs between 1995 and 2002. Gains centered in apparel production and some of the multimedia components (electronic

equipment and printing and publishing) are expected to more than offset a decrease concentrated in food processing.

The transportation and public utilities industry division will edge upward by 200 jobs overall. Job increases in electric, gas, sanitary and broadcasting services, as well as in local transportation, will more than offset decreases in railroads and trucking.

Wholesale trade employment will decrease by 400 jobs between 1995 and 2002 as a sizable nondurable goods wholesaler moved its headquarters out of San Francisco in the early part of the projection period.

Finance, insurance and real estate will lose 1,700 jobs over the seven-year period. The insurance component will experience significant job cutbacks. Within finance, continued job losses at banks and savings and loans are expected to be offset by gains concentrated in security brokers and investment companies.

Government employment will decrease by 5,200 jobs between 1995 and 2002. A loss of 4,900 employees in state government except schools resulted primarily from a change in the ownership of a major public hospital to private ownership. Post office and other federal agencies will register a decrease of 3,900 jobs. On the other hand, significant employment additions will occur in state and local education and in local government except schools.

Highlights of the executive summary of "Economic Expansion in San Francisco Since 1994" (Potepan, San Francisco State University, Urban Studies, May 1998):

- Over 1.2 million jobs have been created in California since 1993;
- Over 260,000 jobs have been created in the S.F. Bay Area since 1993;
- Over 35,000 jobs have been created in the City of San Francisco since 1994;
- Almost 24,000 of the jobs created in San Francisco since 1994 have been in service sector office employment (accounting, advertising, management consulting, engineering, architecture, law, data processing, multimedia, etc.), representing over two-thirds of all jobs created in the city;
- Between 1,000 and 4,000 each of new jobs created in San Francisco since 1994 have been in such industrial sectors as Health, Education, Retail Trade, Construction, Public Utilities, Finance and Insurance, and Hotels;
- About 6,000 jobs have been created in Administrative Support positions in San Francisco since 1994;
- About 5,000 jobs have been created for Professionals, and about 3,000 jobs have been created for lawyers in San Francisco since 1994; and
- Over 2,000 jobs have been created in Cleaning and Custodial positions in San Francisco since 1994.

Highlights of the executive summary of "Employment Projections and Job Growth For Low Educated Workers in San Francisco 1998-2003" (Potepan, San Francisco State University, Urban Studies, May 1999):

- About 35,000 new jobs are projected for San Francisco between 1998 and 2003, about a 6.2% gain over the period;
- About 6,500 new jobs are projected for workers with a high school education or less between 1998 and 2003. These represent only 19% of all new jobs projected for San Francisco;
- Business Services will remain the key industrial sector in San Francisco, and over 58% of all new jobs created over this period will be in that sector;

- Because Business Services is such a large and growing sector, about 2,800 jobs for workers with a high school education or less will be created in that sector; representing over 43% of all new jobs created for such workers in San Francisco.
- Construction, and Hotels and Lodging are projected to generate 2,000 jobs for workers with a high school education or less;
- Administrative Support will remain the second largest occupational category in San Francisco, with over 8,000 new jobs created over this period for workers in that occupation;
- Because Administrative Support is such a large and growing occupational category, over 1,900 new jobs will be created for workers with high school education or less in that occupation. This represents almost 25% of all new jobs created for such workers in San Francisco; and
- Construction Trades, and Cleaning and Custodial occupations are projected to generate between 1,000 and 1,300 new jobs for workers with high school education or less during this period.

Other notes reveal a prosperous City economy:

- According to the California Cybercities report issued by the American Electronics Association, San Francisco's Multimedia Gulch has continued to grow as a center for Internet content and software firms. High-tech employment grew by 37 percent between 1990 and 1996.
- The San Francisco Chamber of Commerce reports engineering, architectural, accounting, research and management services will grow by 6,600 jobs, with the management and public-relations sectors leading the way within this grouping. Sizable job gains are projected in dental offices; specialty outpatient clinics; offices of health practitioners such as acupuncturists, occupational and physical therapists, and nutritionists; chiropractors; and home-health services.
- The movie and amusement industry will add 2,500 jobs between 1995 and 2002. There will be 2,400 additional jobs in social services occupations.
- The completion of several new hotels, as well as hotel expansions, will boost hotel employment by 1,800 jobs during the seven-year span. Retail and trade employment is projected to grow by more than 7,000 new jobs, nearly half in restaurants and bars, spurred by population growth and increasing tourism.
- In 1999, the number of government jobs in the region unexpectedly rose by 12,700, with increases in local education jobs accounting for the vast majority of growth in this sector.
- The City and County of San Francisco reports sustained growth in key industries such as tourism, finance and retailing have brought the unemployment and commercial vacancy rates down to 3.5 and 2.2 percent, respectively. Spurred by a strong economy and burgeoning new industries such as digital media, San Francisco businesses have created nearly 40,000 new jobs in the last two years.
- Nowhere is this robust local economy more evident than in the physical environs of the City itself. Downtown has become a major retailing center, as more big names establish flagship stores here. San Francisco, birthplace of Levi's and The GAP, is now home to such strong retail entities as Banana Republic, Old Navy, Nike, Chanel, Diesel, Ann Taylor, Rockport, Bulgari, Virgin Records and Saks Fifth Avenue Men's Store. A sign of the continued ascension of San Francisco in the eyes of international shoppers is the recent decision by Bloomingdales to locate on Market Street, across from the Cable Car Turnaround, in an historic building recently vacated by Emporium. While outlying retail centers had flagging sales, the Union Square District posted record numbers last year.
- Complementing this increase in private sector investment is a number of civic projects, approved by the voters and built under the strict management of the City.

Many are public/private partnerships, such as the Giants downtown ballpark, the 49ers stadium and retail complex in Bayview, and the expansive Mission Bay development along Third Street, the University of California at San Francisco's biotechnology campus commences a new center for higher education; a \$2.5 billion expansion of the San Francisco International Airport cements the City's place as a major transportation hub; the renewal of Civic Center and Union Square reflect a strong belief in the importance of the urban center in American life. Decommissioned military bases at Hunters Point and Treasure Island are rekindling the visionary spirit that has always characterized San Franciscans, as responsible and innovative plans are drawn up for civilian reuse of these vast areas.

- The strong attraction of San Francisco as the setting for major conferences continues unabated. To meet this need, the Planning Department has approved several new hotel proposals, and voters have approved an expansion of the Moscone Convention Center, which is already booked nearly every day until 2010.
- The transit infrastructure of The City continues to be improved across the board. Light rail projects have been approved for transit-intensive districts such as the Third Street Corridor in the Bayview District, providing high-speed access between the heart of The City and the southeast side. Meanwhile, along the Embarcadero the "E" line has begun regular service from downtown to CalTrain, forging a direct link between the consumer-saturated Peninsula and all destinations along the Market Street Corridor, including major BART (Bay Area Rapid Transit) stations in the Mission District. To the delight of residents and tourists alike, the historic "F" Market trolley will soon be rolling all the way from the Castro to Fisherman's Wharf.
- The historic Port of San Francisco has seen a dramatic revitalization and plans for an increase of terminal services for cruise ships and ferry boats are proceeding strongly. On the other side of The City, the San Francisco International Airport's expansion and upgrade will make it one of the most high-volume, state-of-the-art transportation facilities in the world. Construction of the new terminals is nearing completion, with a direct BART link to San Francisco as one of the main features.

The following pages are selected excerpts of the local 1998 "Occupational Outlook San Francisco," a 35-page annual publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee. For the complete publication, visit the EDD LMID website at www.calmis.ca.gov.

The following are examples of the Occupational Outlook San Francisco reports.

- Cashiers
- Cooks, Restaurant
- Food Preparation Workers
- General Office Clerks
- Janitors and Cleaners
- Guards and Watch Guards
- Home Health Aides
- Receptionists and Information Clerks
- Secretaries, General
- Waiters and Waitresses

Cashiers receive and disburse cash payments, handle credit transactions, make change, issue receipts, and balance the tender drawer in a variety of establishments. Their work usually involves the use of adding machines, cash registers, and change makers.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Ability to do repetitious work accurately
Problem solving skills
Cash handling skills

Physical Abilities:

Manual dexterity
Ability to stand continuously for two or more hours

Personal or Other Skills:

Pleasant personality
Customer service skills
Good grooming skills
Ability to work under pressure
Ability to work independently
Willingness to work with close supervision

Basic Skills:

Basic math skills
Oral communication skills
Ability to read and follow instructions
Ability to write legibly

Training, Experience & Other Requirements

Training & Education:

Most recent hires have some college background although it is not a requirement for the occupation; a few have a high school diploma or equivalent.

Experience:

Employers sometimes require 6-12 months of related experience.

Supply & Demand Assessment

Inexperienced:

Employers reported it is *somewhat difficult* finding inexperienced applicants.

Experienced:

Employers reported it is *somewhat difficult* finding experienced applicants.

Employment Statistics & Trends

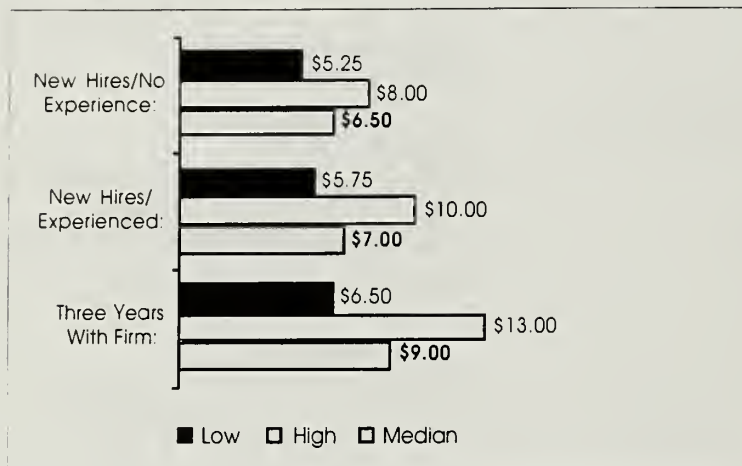
Occupation Size: *Very Large*
1994 Estimated Employment: 9,170
Projected Job Growth 1994-2001: 6.7%
Occupation Growth: *Much Faster Than Average*

Number of firms responding to survey: 16

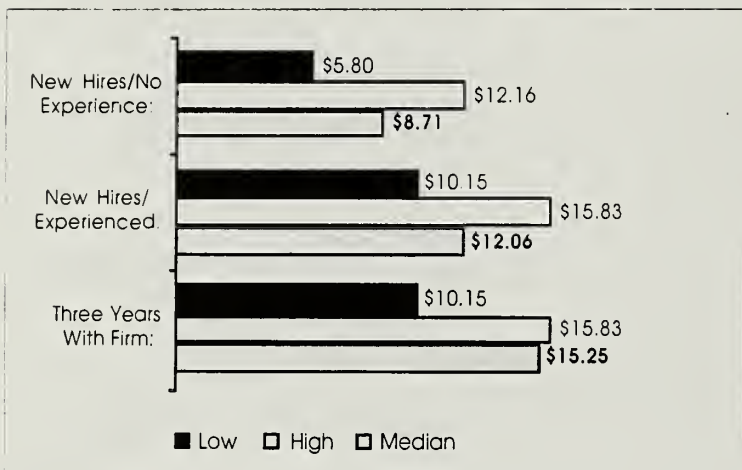
Cashiers (cont.)

Hourly Wages: Low, High & Median (Fall 1997)

Non-Union



Union



Hours

Full-time employees work 35-40 hours/week. There are also some part-time opportunities, averaging 23 hours/week.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	93%	54%
Paid Sick Leave:	87%	54%
Retirement Plans:	80%	38%
Medical Insurance:	100%	54%
Dental Insurance:	93%	46%
Vision Insurance:	60%	31%
Life Insurance:	60%	23%
Child Care:	7%	0%
No. firms responding:	15/15	13/13

Recruitment Methods

Employees' Referrals:	88%
Unsolicited Applicants:	69%
Newspaper Advertisements:	50%
In-house Promotions/Transfers:	44%
Employment Development Department:	31%
Private School Referrals:	25%
Public School/Program Referrals:	25%
Union Hall Referrals:	25%
Private Employment Agencies:	13%

Major Employing Industries

Ranked by occupational size

- Restaurants
- Grocery Stores
- Drug Stores
- Gas Stations
- Clothing Stores
- Hotels

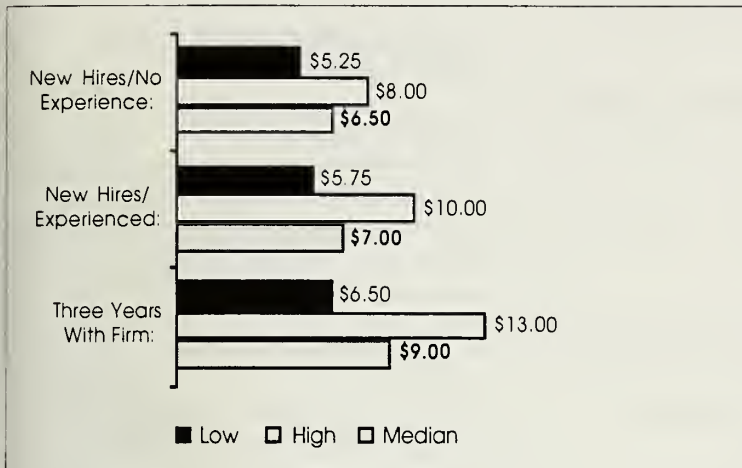
Other Sources of Information

- California Occupational Guide No. 31 (1995)

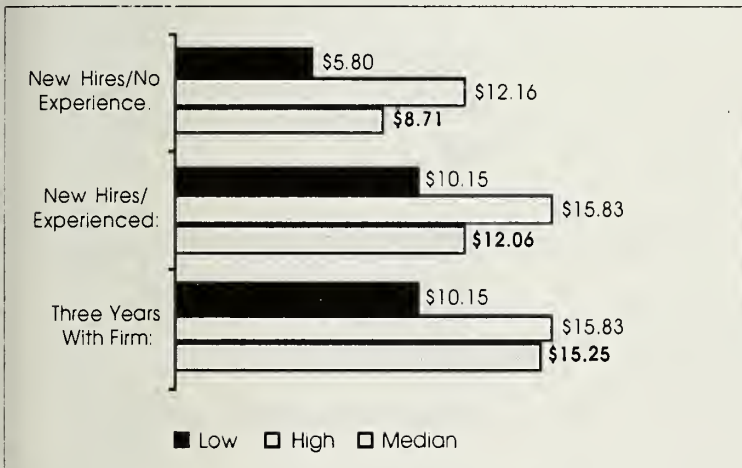
Cashiers (cont.)

Hourly Wages: Low, High & Median (Fall 1997)

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Ranked by occupational size

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- Grocery Stores
- Drug Stores
- Gas Stations
- Clothing Stores
- Hotels

Other Sources of Information

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Problem solving skills
Cash handling skills

Physical Abilities:

Manual dexterity
Ability to stand continuously for two or more hours

Personal or Other Skills:

Pleasant personality
Customer service skills
Good grooming skills
Ability to work under pressure
Ability to work independently
Willingness to work with close supervision

Basic Skills:

Basic math skills
Oral communication skills
Ability to read and follow instructions
Ability to write legibly

Training, Experience & Other Requirements

Training & Education:

Most recent hires have some college background although it is not a requirement for the occupation; a few have a high school diploma or equivalent.

Experience:

Employers sometimes require 6-12 months of related experience.

Supply & Demand Assessment

Inexperienced:

Employers reported it is *somewhat difficult* finding inexperienced applicants.

Experienced:

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Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1994 Estimated Employment:	9,170
Projected Job Growth 1994-2001:	6.7%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 16

Restaurant Cooks prepare, season, and cook soups, meats, vegetables, desserts, and other foodstuffs in restaurants. They may order supplies, keep records and accounts, price items on a menu, or plan the menu.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Knowledge of sanitation, hygiene, and safety procedures
Supervisory skills
Ability to use standard culinary equipment, e.g., knives, commercial blenders, meat grinders, etc.

Physical Abilities:

Good eye-hand coordination
Ability to stand continuously for two or more hours

Personal or Other Skills:

Creativity
Good grooming skills
Ability to pay attention to detail
Ability to work under pressure
Organizational skills
Ability to manage multiple priorities
Willingness to work with close supervision
Ability to work independently
Ability to work as part of a team
Willingness to work nights, weekends, and holidays

Basic Skills:

Basic math skills
Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Almost all recent hires have a high school diploma or equivalent; some have a college background, but no degree. Formal training is available through community colleges, professional culinary and community-based schools, and a union apprenticeship program. Applicants for the apprenticeship, which consists of three years of on-the-job training with classroom instruction, must be at least 16 years old, have a high school diploma or equivalent, and pass a personal interview.

Experience:

Employers usually require one to four years of related experience, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *some difficulty* finding inexperienced applicants.

Experienced:

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Employment Statistics & Trends

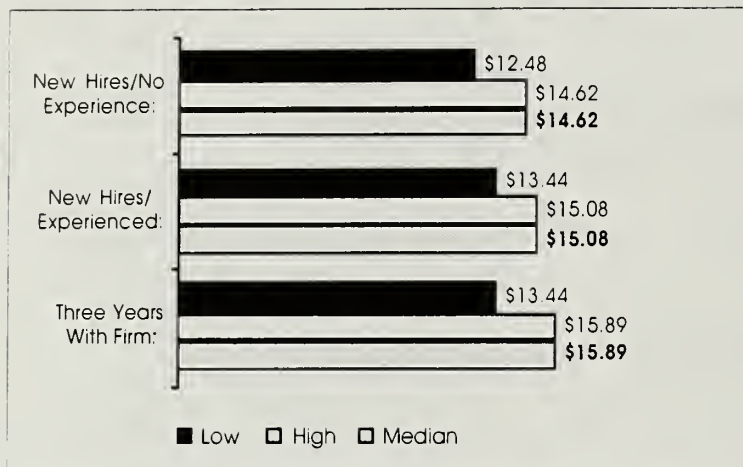
Occupation Size:	Large
1992 Estimated Employment:	3,350
Projected Job Growth 1992-99:	11.3%
Occupation Growth:	Much Faster Than Average

Number of firms responding to survey: 17

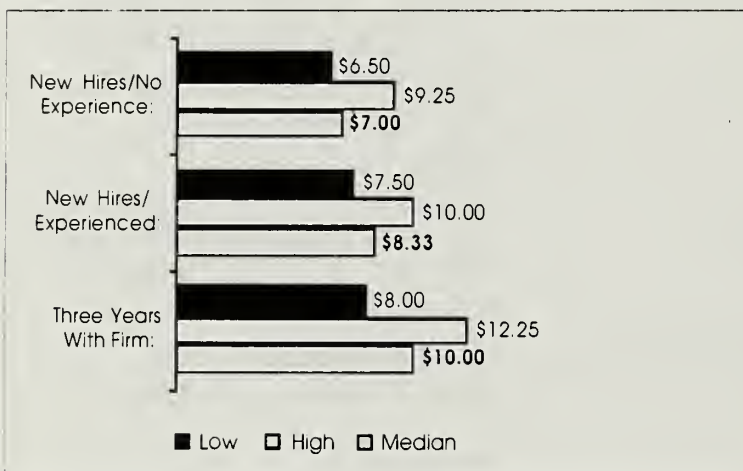
Cooks, Restaurant (cont.)

Hourly Wages: Low, High & Median (Fall 1996)

Union



Non-Union



Hours

Full-time employees work 35-48 hours/week. There are also a few part-time opportunities, averaging 25 hours/week.

Fringe Benefits

	Full-time
Paid Vacation:	88%
Paid Sick Leave:	65%
Retirement Plans:	47%
Medical Insurance:	88%
Dental Insurance:	76%
Vision Insurance:	53%
Life Insurance:	65%
Child Care:	6%

No. firms responding: 17/17

Recruitment Methods

In-house Promotions/Transfers:	82%
Current Employees' Referrals:	76%
Newspaper Advertisements:	59%
Unsolicited Applicants:	59%
Private School Referrals:	47%
Public School/Program Referrals:	47%
Employment Development Department:	29%
Union Hall Referrals:	24%

Major Employing Industries

Ranked by occupational size

- Restaurants
- Hotels

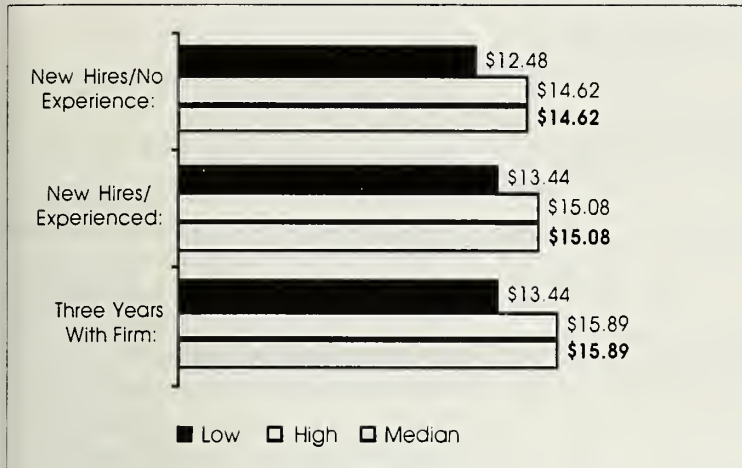
Other Sources of Information

- California Occupational Guide No. 93 (1995)

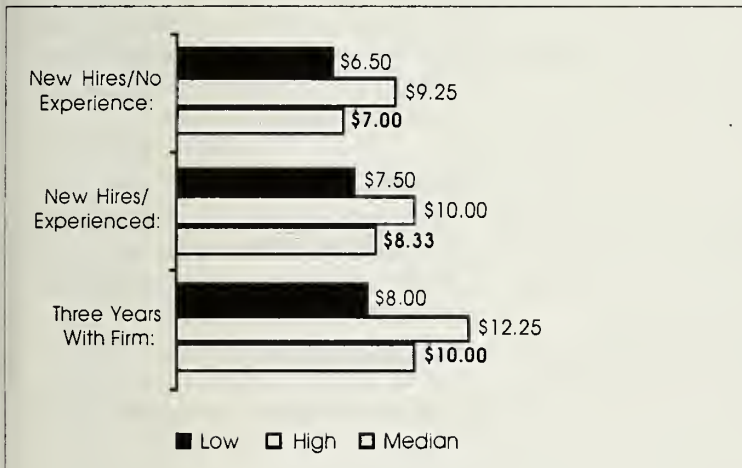
Cooks, Restaurant (cont.)

Hourly Wages: Low, High & Median (Fall 1996)

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Ranked by occupational size

- Restaurants
- Hotels

Other Sources of Information

- California Occupational Guide No. 93 (1995)

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Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Knowledge of sanitation, hygiene, and safety procedures
Supervisory skills
Ability to use standard culinary equipment, e.g., knives, commercial blenders, meat grinders, etc.

Physical Abilities:

Good eye-hand coordination
Ability to stand continuously for two or more hours

Personal or Other Skills:

Creativity
Good grooming skills
Ability to pay attention to detail
Ability to work under pressure
Organizational skills
Ability to manage multiple priorities
Willingness to work with close supervision
Ability to work independently
Ability to work as part of a team
Willingness to work nights, weekends, and holidays

Basic Skills:

Basic math skills
Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Almost all recent hires have a high school diploma or equivalent; some have a college background, but no degree. Formal training is available through community colleges, professional culinary and community-based schools, and a union apprenticeship program. Applicants for the apprenticeship, which consists of three years of on-the-job training with classroom instruction, must be at least 16 years old, have a high school diploma or equivalent, and pass a personal interview.

Experience:

Employers usually require one to four years of related experience, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *some difficulty* finding inexperienced applicants.

Experienced:

Employers reported *some difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	Large
1992 Estimated Employment:	3,350
Projected Job Growth 1992-99:	11.3%
Occupation Growth:	Much Faster Than Average

Number of firms responding to survey: 17

Food Preparation Workers perform a variety of food preparation duties, such as preparing cold foods and maintaining and cleaning kitchen work areas, equipment, and utensils. They perform simple tasks such as preparing shellfish or slicing meat. They may brew coffee, tea, or chocolate or prepare sandwiches. They work in such places as a restaurant kitchen or delicatessen.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Basic food handling and preparation skills
Knowledge of a sanitary work environment

Physical Abilities:

Ability to stand continuously for two or more hours

Personal or Other Skills:

Ability to work as part of a team
Ability to work under pressure
Good grooming skills
Willingness to work evenings, weekends, and holidays

Basic Skills:

Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Many recent hires have a high school diploma or equivalent; many others have not completed high school.

Experience:

Employers usually require 6-12 months experience as a Food Preparation Worker, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

Employment Statistics & Trends

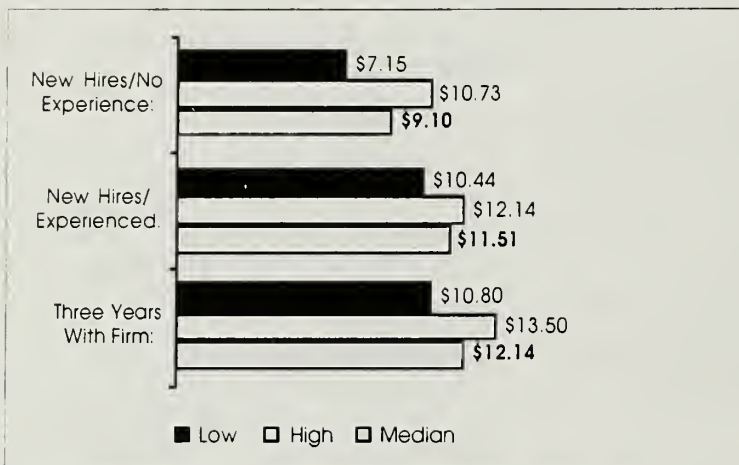
Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	7,390
Projected Job Growth 1992-99:	9.3%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

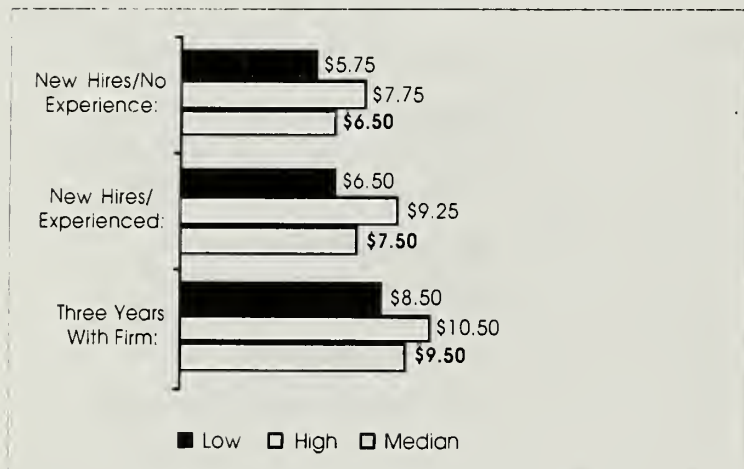
Food Preparation Workers (cont.)

Hourly Wages: Low, High & Median (Fall 1995)

Union



Non-Union



Hours

Full-time employees work 35-40 hours/week. Part-time and temporary/on-call workers average 21 hours/week and 13 hours/week, respectively.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	100%	33%
Paid Sick Leave:	100%	33%
Retirement Plans:	60%	22%
Medical Insurance:	100%	22%
Dental Insurance:	93%	22%
Vision Insurance:	60%	22%
Life Insurance:	60%	0%
Child Care:	0%	0%

No. firms responding: 15/15 9/9

Recruitment Methods

Current Employees' Referrals:	93%
In-house Promotions/Transfers:	60%
Unsolicited Applicants:	53%
Newspaper Advertisements:	47%
Union Hall Referrals:	40%
Employment Development Department:	27%
Private School Referrals:	27%
Public School/Program Referrals:	27%

Major Employing Industries

Ranked by occupational size

- Restaurants
- Hotels & Motels
- Elementary & Secondary Schools
- Acute Care Hospitals

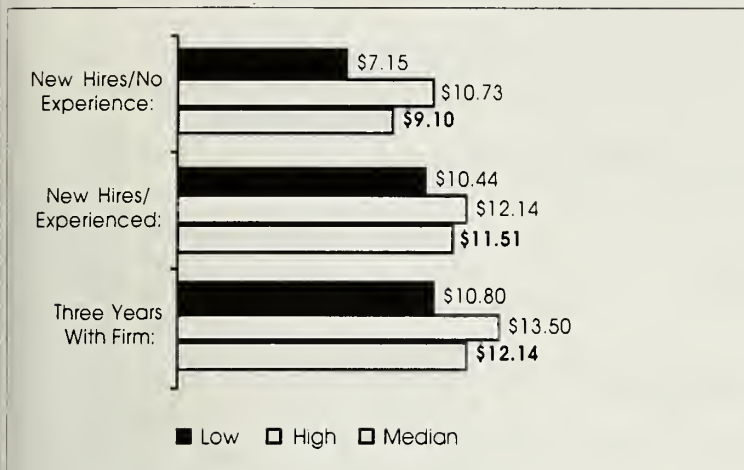
Other Sources of Information

- California Occupational Guide
N/A

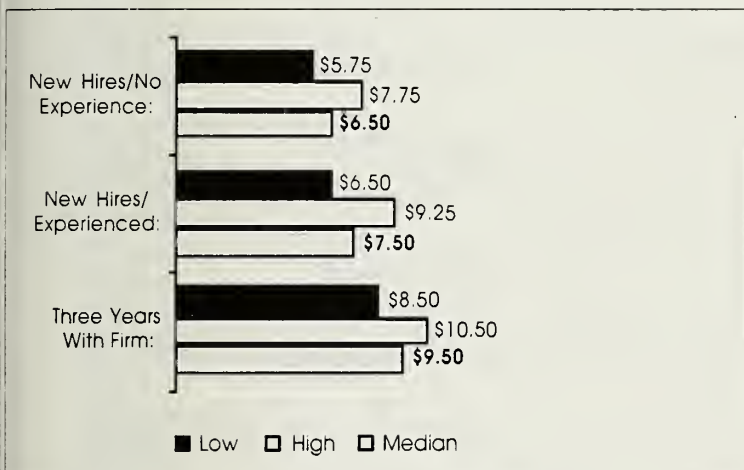
Food Preparation Workers (cont.)

Hourly Wages: Low, High & Median (Fall 1995)

Union



Non-Union



Hours

Full-time employees work 35-40 hours/week. Part-time and temporary/on-call workers average 21 hours/week and 13 hours/week, respectively.

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Dental Insurance:	93%	22%
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Child Care:	0%	0%
No. firms responding:	15/15	9/9

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Private School Referrals:	27%
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- Restaurants
- Hotels & Motels
- Elementary & Secondary Schools
- Acute Care Hospitals

Other Sources of Information

- California Occupational Guide
N/A

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OES 650380

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Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Basic food handling and preparation skills
Knowledge of a sanitary work environment

Physical Abilities:

Ability to stand continuously for two or more hours

Personal or Other Skills:

Ability to work as part of a team
Ability to work under pressure
Good grooming skills
Willingness to work evenings, weekends, and holidays

Basic Skills:

Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Many recent hires have a high school diploma or equivalent; many others have not completed high school.

Experience:

Employers usually require 6-12 months experience as a Food Preparation Worker, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	7,390
Projected Job Growth 1992-99:	9.3%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

General Office Clerks perform a wide variety of tasks. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of bookkeeping, typing, stenography, office machine operation, and filing. The occupation does not include workers whose duties are narrowly defined.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Data entry skills
- Alphabetic and numeric filing skills
- Proofreading skills
- English grammar, spelling, and punctuation skills
- Ability to type at least 45 wpm
- Ability to use a computer, including word processing software
- Telephone answering skills
- Ability to use a variety of office equipment
- Problem solving skills
- Record keeping skills

Personal or Other Skills:

- Ability to pay attention to detail
- Ability to meet deadlines
- Organizational skills
- Ability to manage multiple priorities
- Interpersonal skills
- Willingness to work with close supervision
- Ability to work independently

Basic Skills:

- Basic math skills
- Ability to read and follow instructions
- Ability to write legibly
- Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Most recent hires have either a high school diploma or equivalent, associate, or bachelor's degree. Formal training is available through community-based organizations, community colleges, private vocational schools, and regional occupational programs.

Experience:

Employers sometimes require 6-24 months of related experience.

Supply & Demand Assessment

Inexperienced:

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Experienced:

Employers reported *little difficulty* finding experienced applicants.

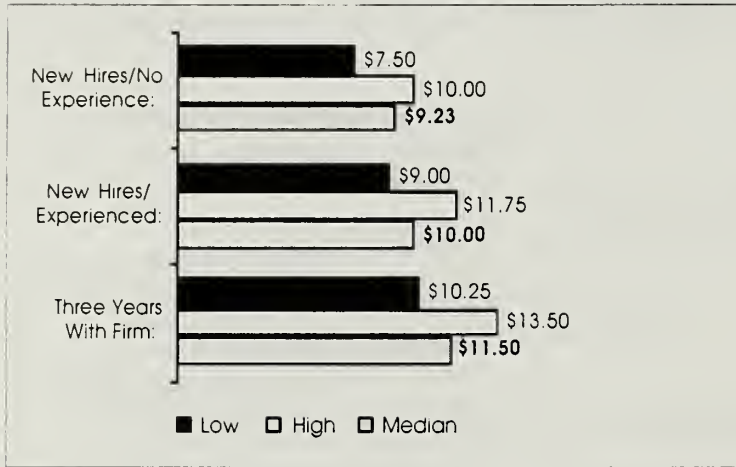
Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	20,010
Projected Job Growth 1992-99:	.4%
Occupation Growth:	<i>Slower Than Average</i>

Number of firms responding to survey: 15

General Office Clerks (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Wages

Union employers pay at the top of the wage range.

Hours

Full-time employees work 38-45 hours/week. There are also some part-time opportunities, averaging 25 hours/week.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	92%	75%
Paid Sick Leave:	92%	75%
Retirement Plans:	85%	50%
Medical Insurance:	100%	50%
Dental Insurance:	85%	50%
Vision Insurance:	31%	50%
Life Insurance:	85%	50%
Child Care:	15%	25%
No. firms responding:	13/13	4/5

Recruitment Methods

Newspaper Advertisements:	73%
Current Employees' Referrals:	47%
Employment Development Department:	47%
In-house Promotions/Transfers:	27%
Private Employment Agencies:	20%
Public School/Program Referrals:	20%

Public agencies also use civil service announcements

Major Employing Industries

Ranked by occupational size

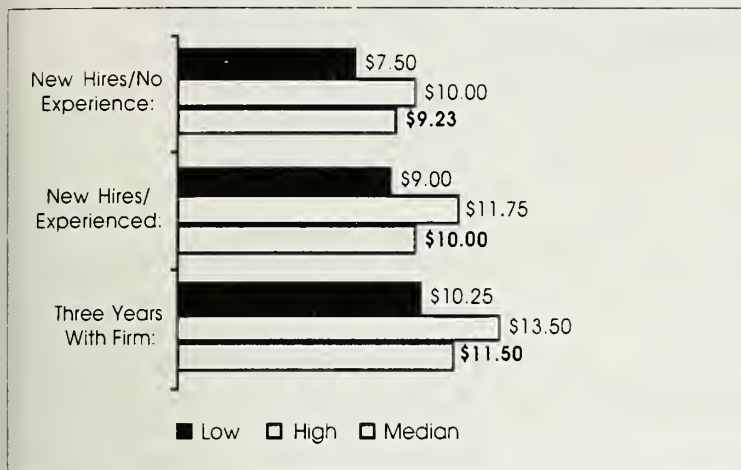
- Banks
- Colleges & Universities
- Employment Agencies
- Insurance Agents, Brokers, & Services
- Government Agencies
- Engineering Services

Other Sources of Information

- California Occupational Guide No. 295 (1995)

General Office Clerks (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



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Other Sources of Information

- California Occupational Guide No. 295 (1995)

General Office Clerks perform a wide variety of tasks. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of bookkeeping, typing, stenography, office machine operation, and filing. The occupation does not include workers whose duties are narrowly defined.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Data entry skills
- Alphabetic and numeric filing skills
- Proofreading skills
- English grammar, spelling, and punctuation skills
- Ability to type at least 45 wpm
- Ability to use a computer, including word processing software
- Telephone answering skills
- Ability to use a variety of office equipment
- Problem solving skills
- Record keeping skills

Personal or Other Skills:

- Ability to pay attention to detail
- Ability to meet deadlines
- Organizational skills
- Ability to manage multiple priorities
- Interpersonal skills
- Willingness to work with close supervision
- Ability to work independently

Basic Skills:

- Basic math skills
- Ability to read and follow instructions
- Ability to write legibly
- Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Most recent hires have either a high school diploma or equivalent, associate, or bachelor's degree. Formal training is available through community-based organizations, community colleges, private vocational schools, and regional occupational programs.

Experience:

Employers sometimes require 6-24 months of related experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	20,010
Projected Job Growth 1992-99:	.4%
Occupation Growth:	<i>Slower Than Average</i>

Number of firms responding to survey: 15

Janitors and Cleaners, except Maids and Housekeeping Cleaners, keep buildings in clean and orderly condition. They perform heavy cleaning duties, such as operating motor-driven cleaning equipment, mopping floors, washing walls and glass, and removing rubbish. They may have additional duties and responsibilities, such as tending furnace and boiler, performing routine maintenance activities, notifying management of need for repairs and additions, and cleaning snow or debris from sidewalks. The occupation does not include Maids and Housekeepers.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Ability to operate janitorial power equipment
- Understanding of cleaning compounds and solutions
- Knowledge of floor finishes
- Ability to implement safe work practices

Physical Abilities:

- Ability to stand continuously for two or more hours

Personal or Other Skills:

- Public contact skills
- Dependability
- Willingness to work with close supervision
- Ability to work independently
- Willingness to work nights, weekends, and holidays

Basic Skills:

- Ability to read and follow instructions
- Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Almost all recent hires have a high school diploma or equivalent; some have less than a high school education. Formal training is available through community colleges.

Experience:

Employees usually require 6-36 months of related experience, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

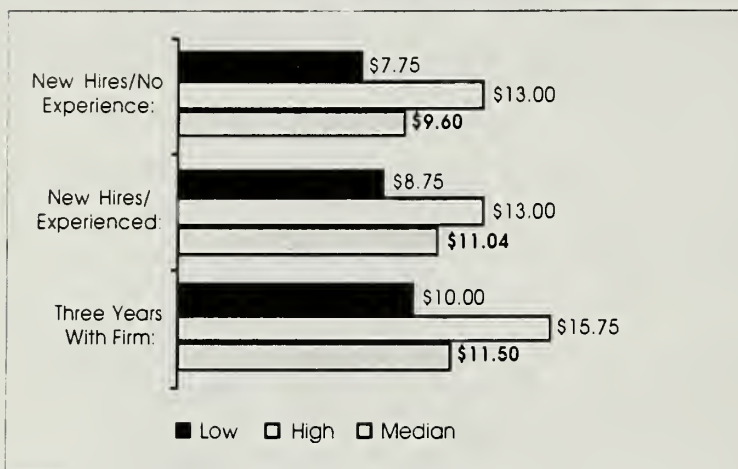
Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	12,300
Projected Job Growth 1992-99:	4.1%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 16

Janitors & Cleaners (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Wages

This occupation is heavily unionized.

Hours

Full-time employees work 38-40 hours/week. There are also some part-time opportunities, averaging 20 hours/week.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	100%	83%
Paid Sick Leave:	100%	83%
Retirement Plans:	94%	83%
Medical Insurance:	100%	83%
Dental Insurance:	100%	83%
Vision Insurance:	81%	67%
Life Insurance:	75%	50%
No. firms responding:	16/16	6/6

Recruitment Methods

In-house Promotions/Transfers:	63%
Current Employees' Referrals:	56%
Newspaper Advertisements:	44%
Union Hall Referrals:	44%
Unsolicited Applicants:	38%
Employment Development Department:	25%
Private Employment Agencies:	25%

Major Employing Industries

Ranked by occupational size

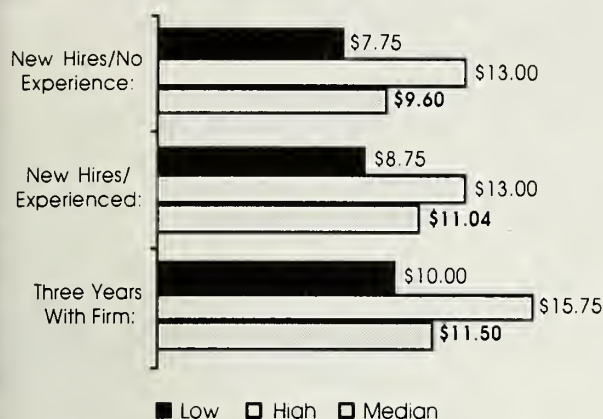
- Building Cleaning & Maintenance Services
- Schools, Colleges, & Universities
- Acute Care Hospitals
- Hotels

Other Sources of Information

- California Occupational Guide No. 88 (1995)

Janitors & Cleaners (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Wages

This occupation is heavily unionized.

Hours

Full-time employees work 38-40 hours/week. There are also some part-time opportunities, averaging 20 hours/week.

Fringe Benefits

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Ranked by occupational size

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- Schools, Colleges, & Universities
- Acute Care Hospitals
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Other Sources of Information

- California Occupational Guide No. 88 (1995)

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Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Ability to operate janitorial power equipment
- Understanding of cleaning compounds and solutions
- Knowledge of floor finishes
- Ability to implement safe work practices

Physical Abilities:

- Ability to stand continuously for two or more hours

Personal or Other Skills:

- Public contact skills
- Dependability
- Willingness to work with close supervision
- Ability to work independently
- Willingness to work nights, weekends, and holidays

Basic Skills:

- Ability to read and follow instructions
- Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Almost all recent hires have a high school diploma or equivalent; some have less than a high school education. Formal training is available through community colleges.

Experience:

Employees usually require 6-36 months of related experience, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	12,300
Projected Job Growth 1992-99:	4.1%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 16

Guards and Watch Guards stand guard at entrance gates or walk about premises of business or industrial establishments or private residences to prevent theft, violence, or infractions of rules; they guard property against fire, theft, vandalism, and illegal entry; they direct patrons or employees and answer questions relative to services of establishments. They control traffic to and from buildings and grounds.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Possession of a clean police record
Ability to follow security protection procedures
Report writing skills

Physical Abilities:

Good vision
Good hearing
Good physical condition
Ability to walk for prolonged periods of time
Ability to stand continuously for two or more hours
Ability to sit continuously for two or more hours

Personal or Other Skills:

Good grooming skills
Public contact skills
Ability to handle crisis situations
Ability to deal effectively with difficult individuals
Dependability
Ability to work independently
Willingness to work nights, weekends, and holidays

Basic Skills:

Ability to follow oral instructions
Ability to read and follow instructions
Ability to write legibly

Training, Experience & Other Requirements

Training & Education:

Most recent hires have some college background; some have a high school diploma or equivalent.

Experience:

Employers sometimes require 6-24 months of related experience.

Registration:

Uniformed contract guards and armed in-house guards are required to be registered with the California State Department of Consumer Affairs. Applicants must be at least 18 years old, pass a criminal background check, and successfully complete a two-hour course and examination administered by either the employer or a school. Also, all guards who carry a weapon are required to have an additional weapons permit.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

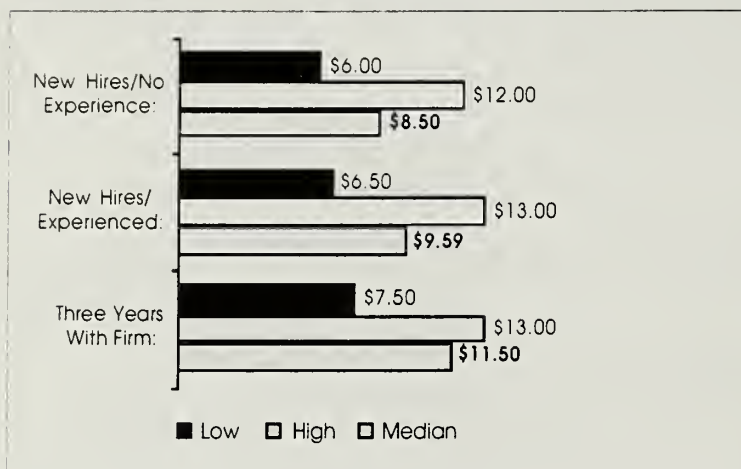
Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	6,490
Projected job Growth 1992-99:	6%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

Guards & Watch Guards (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Wages

Colleges and universities pay at the top of the wage range for in-house guards.

Hours

Full-time employees work 38-40 hours/week. There are also a few part-time and temporary/on-call opportunities available, averaging 22 hours/week and 17 hours/week respectively.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	87%	30%
Paid Sick Leave:	67%	30%
Retirement Plans:	67%	10%
Medical Insurance:	87%	10%
Dental Insurance:	67%	10%
Vision Insurance:	40%	10%
Life Insurance:	53%	0%
No. firms responding:	15/15	10/10

Recruitment Methods

Current Employees' Referrals:	71%
Newspaper Advertisements:	64%
Unsolicited Applicants:	57%
Employment Development Department:	43%
In-house Promotions/Transfers:	43%
Public School/Program Referrals:	29%
Private Employment Agencies:	29%
Union Hall Referrals:	21%

Major Employing Industries

Ranked by occupational size

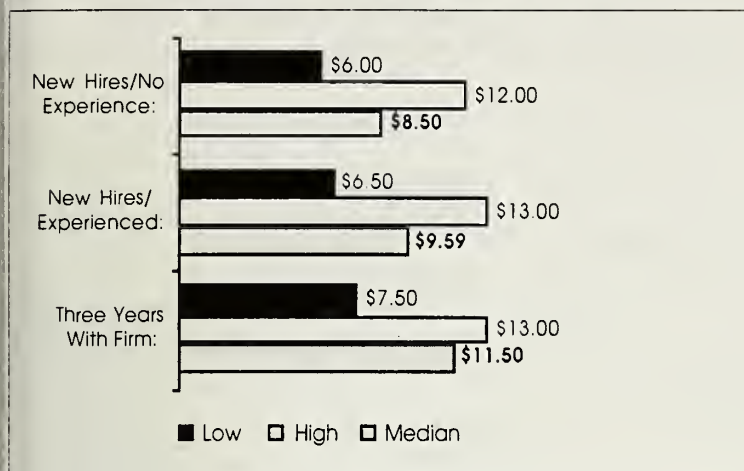
- Detective, Guard, & Armored Car Services
- Hotels
- Schools, Colleges, & Universities
- Building Management Companies
- Museums & Art Galleries

Other Sources of Information

- California Occupational Guide No. 75 (1994)

Guards & Watch Guards (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Wages

Colleges and universities pay at the top of the wage range for in-house guards.

Hours

Full-time employees work 38-40 hours/week. There are also a few part-time and temporary/on-call opportunities available, averaging 22 hours/week and 17 hours/week respectively.

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Life Insurance:	53%	0%
No. firms responding:	15/15	10/10

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Unsolicited Applicants:	57%
Employment Development Department:	43%
In-house Promotions/Transfers:	43%
Public School/Program Referrals:	29%
Private Employment Agencies:	29%
Union Hall Referrals:	21%

Major Employing Industries

Ranked by occupational size

- Detective, Guard, & Armored Car Services
- Hotels
- Schools, Colleges, & Universities
- Building Management Companies
- Museums & Art Galleries

Other Sources of Information

- California Occupational Guide No. 75 (1994)

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Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Possession of a clean police record
- Ability to follow security protection procedures
- Report writing skills

Physical Abilities:

- Good vision
- Good hearing
- Good physical condition
- Ability to walk for prolonged periods of time
- Ability to stand continuously for two or more hours
- Ability to sit continuously for two or more hours

Personal or Other Skills:

- Good grooming skills
- Public contact skills
- Ability to handle crisis situations
- Ability to deal effectively with difficult individuals
- Dependability
- Ability to work independently
- Willingness to work nights, weekends, and holidays

Basic Skills:

- Ability to follow oral instructions
- Ability to read and follow instructions
- Ability to write legibly

Training, Experience & Other Requirements

Training & Education:

Most recent hires have some college background; some have a high school diploma or equivalent.

Experience:

Employers sometimes require 6-24 months of related experience.

Registration:

Uniformed contract guards and armed in-house guards are required to be registered with the California State Department of Consumer Affairs. Applicants must be at least 18 years old, pass a criminal background check, and successfully complete a two-hour course and examination administered by either the employer or a school. Also, all guards who carry a weapon are required to have an additional weapons permit.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

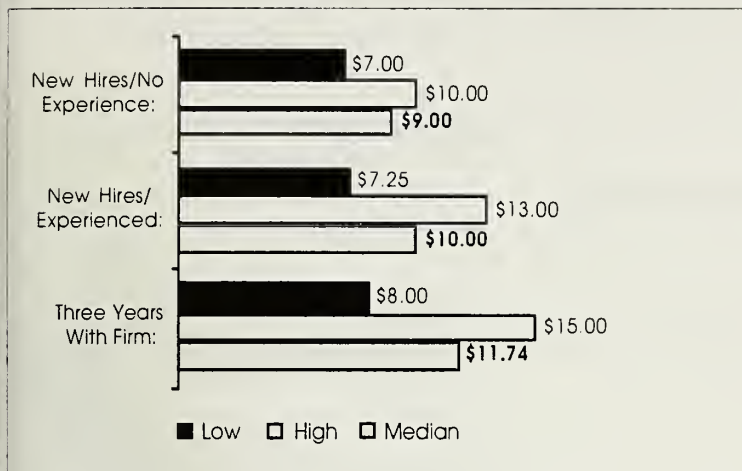
Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	6,490
Projected Job Growth 1992-99:	6%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

Home Health Aides (cont.)

Hourly Wages: Low, High & Median (Fall 1998)



Wages

Live-in Home Health Care Workers earn \$90-\$120/day.

Hours

Full time workers average 42 hours/week. Part-time and temporary/on-call employees average 22 and 15 hours/week, respectively. Employees work day, swing, and graveyard shifts.

Employment Statistics & Trends

Occupation Size: *Medium*
 1995 Estimated Employment: 850
 Projected Job Growth 1995-2002: 75.3%
 Occupation Growth: *Much Faster Than Average*
 Male: 17% Female: 83%

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	90%	86%
Paid Sick Leave:	80%	86%
Retirement Plans:	70%	57%
Medical Insurance:	90%	100%
Dental Insurance:	70%	71%
Vision Insurance:	50%	57%
Life Insurance:	80%	86%
Child Care:	10%	0%

No. firms responding: 10/15 7/15

Recruitment Methods

Newspaper Advertisements:	93%
Current Employees' Referrals:	67%
Unsolicited Applicants:	47%
Employment Development Department:	40%
In-house Promotions/Transfers:	40%
Public School/Program Referrals:	40%

Major Employing Industries

- Home Health Agencies
- Home Health Departments at Acute Care Hospitals
- Nursing Registries

Other Sources of Information

- California Occupational Guide No. 461 (1997)
- California Occupational Guide No. 2002B (1995)

Home Health Aides care for elderly, convalescent, or handicapped person in home of patient. They perform duties for patients such as changing bed linen, preparing meals, assisting in and out of bed, bathing, dressing, grooming, and assisting with medications under doctors' orders or direction of nurse. Nursing Aides and Homemakers are excluded.

Occupational Skills & Abilities

Qualifications cited as important for job entry are listed.

Technical Skills:

Ability to care for elderly persons
Ability to apply transferring techniques (moving patients)

Physical Abilities:

Good physical condition
Possession of emotional stability
Good vision

Personal or Other Skills:

Good grooming skills
Ability to work independently
Ability to apply common sense
Ability to deal effectively with difficult individuals
Reliability and honesty
Patience and understanding
Caring and sympathetic attitude
Ability to make decisions

Basic Skills:

Ability to read and follow instructions
Oral communication skills

Training, Experience & Other Requirements

Certification:

Home health care agencies with Medicare contracts employ only Certified Home Health Aides (CHHA). The certification is obtained by completing 120 hours of training at a State approved school. Certified Nurse's Assistants may obtain this certification by completing an additional 40 hours of training.

Training & Education:

All recent hires have a high school diploma or equivalent; few have a Bachelor degree.

Experience:

Many employers always require work experience. Employers reported that 6-12 months of experience would be sufficient. Many employers usually accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *some difficulty* finding inexperienced applicants.

Experienced:

Employers reported *some difficulty* finding experienced applicants.

Number of firms responding to survey: 15

Home Health Aides care for elderly, convalescent, or handicapped person in home of patient. They perform duties for patients such as changing bed linen, preparing meals, assisting in and out of bed, bathing, dressing, grooming, and assisting with medications under doctors' orders or direction of nurse. Nursing Aides and Homemakers are excluded.

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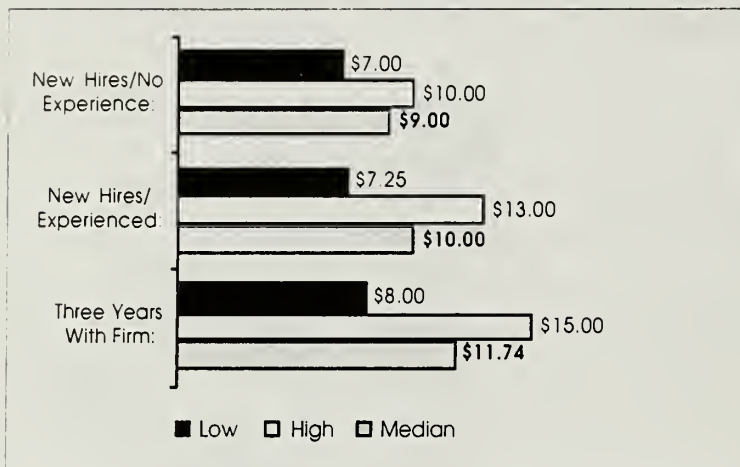
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Number of firms responding to survey: 15

Home Health Aides (cont.)

Hourly Wages: Low, High & Median (Fall 1998)



Wages

Live-in Home Health Care Workers earn \$90-\$120/day.

Hours

Full time workers average 42 hours/week. Part-time and temporary/on-call employees average 22 and 15 hours/week, respectively. Employees work day, swing, and graveyard shifts.

Employment Statistics & Trends

Occupation Size: *Medium*
 1995 Estimated Employment: 850
 Projected Job Growth 1995-2002: 75.3%
 Occupation Growth: *Much Faster Than Average*
 Male: 17% Female: 83%

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	90%	86%
Paid Sick Leave:	80%	86%
Retirement Plans:	70%	57%
Medical Insurance:	90%	100%
Dental Insurance:	70%	71%
Vision Insurance:	50%	57%
Life Insurance:	80%	86%
Child Care:	10%	0%

No. firms responding: 10/15 7/15

Recruitment Methods

Newspaper Advertisements:	93%
Current Employees' Referrals:	67%
Unsolicited Applicants:	47%
Employment Development Department:	40%
In-house Promotions/Transfers:	40%
Public School/Program Referrals:	40%

Major Employing Industries

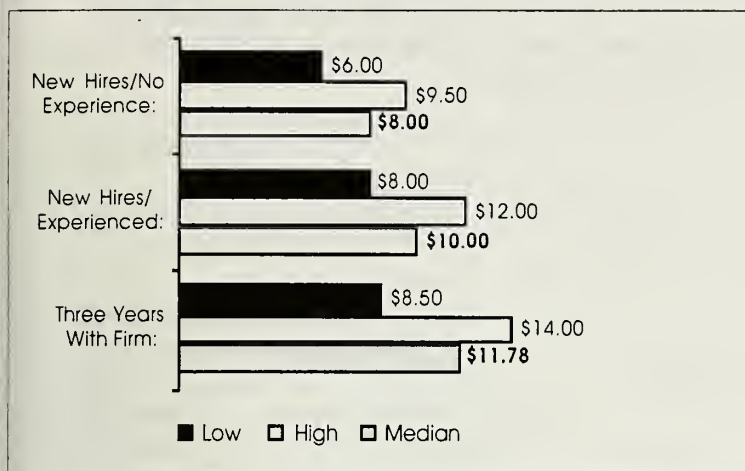
- Home Health Agencies
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- Nursing Registries

Other Sources of Information

- California Occupational Guide No. 461 (1997)
- California Occupational Guide No. 2002B (1995)

Receptionists & Information Clerks (cont.)

Hourly Wages: Low, High & Median (Fall 1995)



Hours

Full-time employees work 35-40 hours/week. Part-time and temporary/on-call workers average 23 hours/week and 30 hours/week, respectively.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	91%	50%
Paid Sick Leave:	82%	50%
Retirement Plans:	45%	17%
Medical Insurance:	91%	17%
Dental Insurance:	82%	17%
Vision Insurance:	27%	0%
Life Insurance:	73%	17%
Child Care:	0%	0%

No. firms responding: 13/13 6/6

Recruitment Methods

Current Employees' Referrals:	86%
Newspaper Advertisements:	64%
In-house Promotions/Transfers:	50%
Private Employment Agencies:	43%
Unsolicited Applicants:	43%
Employment Development Department:	29%

Major Employing Industries

Ranked by occupational size

- Dental & Medical Offices
- Law Offices
- Temporary Employment Agencies
- Real Estate Companies
- Insurance Companies

Other Sources of Information

- California Occupational Guide No. 21 (1992)

Receptionists & Information Clerks

OES 553050

Receptionists and Information Clerks answer inquiries and obtain information for the general public (customers, visitors, and other interested parties) concerning activities conducted at an establishment, such as the location of offices or persons within the firm, departments within the store, or services within the hotel. They may perform a variety of other clerical duties. The occupation does not include Receptionists who primarily operate switchboards.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Telephone answering skills
- Ability to operate a multi-line command phone center
- Alphabetic and numeric filing skills
- Ability to maintain an appointment calendar
- Problem solving skills
- Ability to use a computer, including word processing applications

Personal or Other Skills:

- Public contact skills
- Pleasant personality
- Clear speaking voice
- Good grooming skills
- Organizational skills
- Ability to work under pressure

Basic Skills:

- Ability to read and follow instructions
- Oral communication skills
- Ability to write effectively

Training, Experience & Other Requirements

Training & Education:

Most recent hires who work for temporary agencies have some college background; a few have a bachelor's degree. Most permanent employees have a high school diploma or equivalent; many have some college background.

Experience:

Employers usually require 6-18 months of related experience, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *some difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	6,080
Projected Job Growth 1992-99:	3.8%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

Receptionists and Information Clerks answer inquiries and obtain information for the general public (customers, visitors, and other interested parties) concerning activities conducted at an establishment, such as the location of offices or persons within the firm, departments within the store, or services within the hotel. They may perform a variety of other clerical duties. The occupation does not include Receptionists who primarily operate switchboards.

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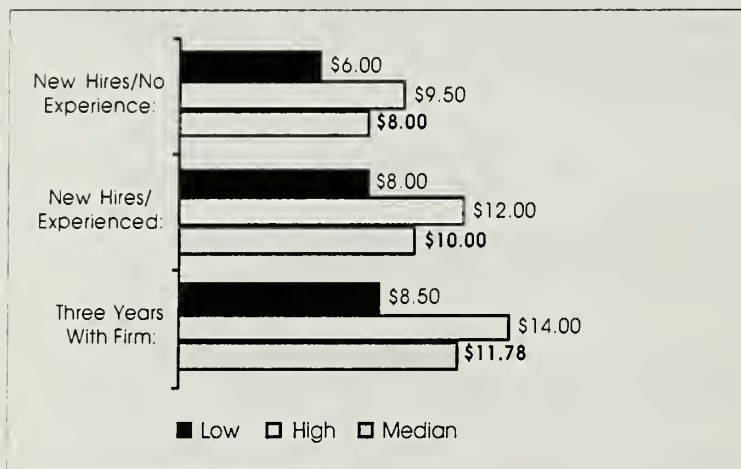
Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	6,080
Projected Job Growth 1992-99:	3.8%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

Receptionists & Information Clerks (cont.)

Hourly Wages: Low, High & Median (Fall 1995)



Hours

Full-time employees work 35-40 hours/week. Part-time and temporary/on-call workers average 23 hours/week and 30 hours/week, respectively.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	91%	50%
Paid Sick Leave:	82%	50%
Retirement Plans:	45%	17%
Medical Insurance:	91%	17%
Dental Insurance:	82%	17%
Vision Insurance:	27%	0%
Life Insurance:	73%	17%
Child Care:	0%	0%
No. firms responding:	13/13	6/6

Recruitment Methods

Current Employees' Referrals:	86%
Newspaper Advertisements:	64%
In-house Promotions/Transfers:	50%
Private Employment Agencies:	43%
Unsolicited Applicants:	43%
Employment Development Department:	29%

Major Employing Industries

Ranked by occupational size

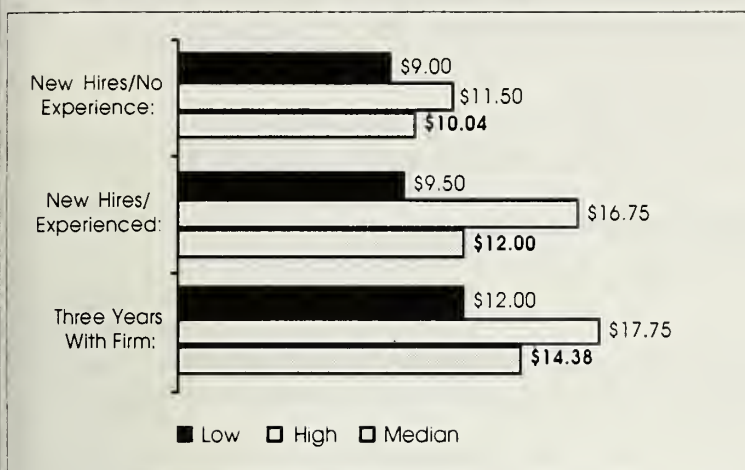
- Dental & Medical Offices
- Law Offices
- Temporary Employment Agencies
- Real Estate Companies
- Insurance Companies

Other Sources of Information

- California Occupational Guide No. 21 (1992)

Secretaries, General (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Hours

Full-time employees work 35-40 hours/week. There are also some temporary/on-call opportunities available, averaging 40 hours/week, and a few part-time opportunities, averaging 23 hours/week.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	100%	67%
Paid Sick Leave:	100%	67%
Retirement Plans:	86%	67%
Medical Insurance:	100%	67%
Dental Insurance:	93%	67%
Vision Insurance:	50%	50%
Life Insurance:	71%	67%
Child Care:	7%	0%
No. firms responding:	14/14	6/6

Recruitment Methods

Current Employees' Referrals:	73%
Newspaper Advertisements:	73%
Private Employment Agencies:	60%
In-house Promotions/Transfers:	47%
Public School/Program Referrals:	33%
Unsolicited Applicants:	33%
Employment Development Department:	20%
Private School Referrals:	20%

Public agencies also use civil service announcements.

Major Employing Industries

Ranked by occupational size

- Schools, Colleges, & Universities
- Government Agencies
- Banks
- Engineering Services
- Acute Care Hospitals
- Accounting, Auditing, & Bookkeeping Services
- Employment Agencies

Other Sources of Information

- California Occupational Guide No. 128 (1996)

Secretaries, General

OES 551080

Secretaries relieve officials of clerical work and minor administrative and business detail by scheduling appointments, giving information to callers, taking dictation, composing and typing routine correspondence, reading and routing incoming mail, and filing correspondence and other records. They may perform various other assigned clerical duties. The occupation does not include Medical and Legal Secretaries.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Telephone answering skills
- English grammar, spelling, and punctuation skills
- Alphabetic and numeric filing skills
- Proofreading skills
- Record keeping skills
- Meeting planning and scheduling skills
- Ability to prepare business correspondence
- Ability to maintain an appointment calendar
- Ability to type at least 60 wpm
- Ability to use a computer, including spreadsheet and word processing software
- Ability to use a variety of office equipment

Personal or Other Skills:

- Good grooming skills
- Interpersonal skills
- Customer service skills
- Ability to work under pressure
- Organizational skills
- Ability to manage multiple priorities
- Willingness to work with close supervision
- Ability to work independently

Basic Skills:

- Basic math skills
- Ability to read and follow instructions
- Ability to write legibly
- Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Most recent hires have some college background; some have an associate degree. Formal training is available through community colleges.

Experience:

Most employers require 6-24 months experience as a Secretary or an Administrative Assistant, but sometimes will accept training as a substitute for experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	Very Large
1992 Estimated Employment:	15,500
Projected Job Growth 1992-99:	-7.1%
Occupation Growth:	Decline*

* Employers responding to the survey indicated that employment in this occupation will grow over the next three years.

Number of firms responding to survey: 15

Secretaries relieve officials of clerical work and minor administrative and business detail by scheduling appointments, giving information to callers, taking dictation, composing and typing routine correspondence, reading and routing incoming mail, and filing correspondence and other records. They may perform various other assigned clerical duties. The occupation does not include Medical and Legal Secretaries.

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Employment Statistics & Trends

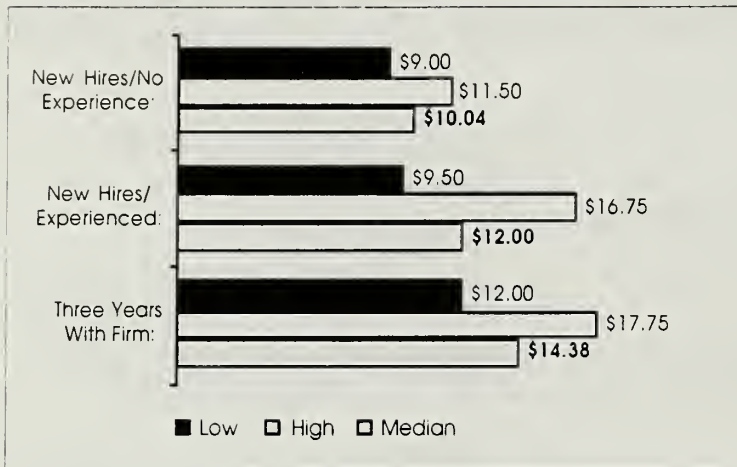
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1992 Estimated Employment:	15,500
Projected Job Growth 1992-99:	-7.1%
Occupation Growth:	<i>Decline*</i>

* Employers responding to the survey indicated that employment in this occupation will grow over the next three years.

Number of firms responding to survey: 15

Secretaries, General (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Hours

Full-time employees work 35-40 hours/week. There are also some temporary/on-call opportunities available, averaging 40 hours/week, and a few part-time opportunities, averaging 23 hours/week.

Fringe Benefits

	Full-time	Part-time
Paid Vacation:	100%	67%
Paid Sick Leave:	100%	67%
Retirement Plans:	86%	67%
Medical Insurance:	100%	67%
Dental Insurance:	93%	67%
Vision Insurance:	50%	50%
Life Insurance:	71%	67%
Child Care:	7%	0%
No. firms responding:	14/14	6/6

Recruitment Methods

Current Employees' Referrals:	73%
Newspaper Advertisements:	73%
Private Employment Agencies:	60%
In-house Promotions/Transfers:	47%
Public School/Program Referrals:	33%
Unsolicited Applicants:	33%
Employment Development Department:	20%
Private School Referrals:	20%

Public agencies also use civil service announcements.

Major Employing Industries

Ranked by occupational size

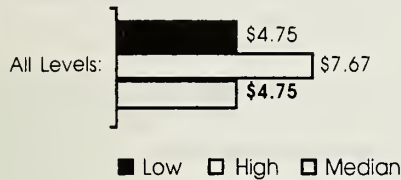
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- Banks
- Engineering Services
- Acute Care Hospitals
- Accounting, Auditing, & Bookkeeping Services
- Employment Agencies

Other Sources of Information

- California Occupational Guide No. 128 (1996)

Waiters & Waitresses (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Wages

There was no variation in the wage range and median based on experience. Waiters and Waitresses also earn tips ranging from \$8.00 - \$21.00/hour.

Hours

Full-time employees work 30-40 hours/week. There are also some part-time opportunities averaging 22 hours/week.

Fringe Benefits

	Full-time
Paid Vacation:	54%
Paid Sick Leave:	23%
Retirement Plans:	15%
Medical Insurance:	77%
Dental Insurance:	62%
Vision Insurance:	11%
Life Insurance:	23%

No. firms responding: 12/12

Recruitment Methods

Unsolicited Applicants:	80%
Current Employees' Referrals:	67%
In-house Promotions/Transfers:	67%
Newspaper Advertisements:	47%
Private Employment Agencies:	27%

Major Employing Industries

Ranked by occupational size

- Restaurants
- Hotels
- Cocktail Lounges/Bars

Other Sources of Information

- California Occupational Guide No. 42 (1995)

Waiters & Waitresses

OES 650080

Waiters and Waitresses serve food and/or beverages to patrons at tables. They usually take orders from patrons and make out the check. Their duties may include setting tables with linen and silverware and taking payment from patrons. They may serve customers at counters as well as at tables. The occupation does not include workers who only work at counters.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

Cash handling skills

Physical Abilities:

Ability to stand continuously for two or more hours

Ability to lift at least 10 lbs. repeatedly

Personal or Other Skills:

Good grooming skills

Pleasant personality

Customer service skills

Ability to work under pressure

Ability to work independently

Punctuality

Willingness to work nights, weekends, and holidays

Basic Skills:

Ability to follow oral instructions

Basic math skills

Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Almost all recent hires have some college background, although it is not a requirement for the occupation.

Experience:

Most employers require 6-36 months of related experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *some difficulty* finding experienced applicants.

Employment Statistics & Trends

Occupation Size:	<i>Very Large</i>
1992 Estimated Employment:	10,640
Projected Job Growth 1992-99:	5.5%
Occupation Growth:	<i>Much Faster Than Average</i>

Number of firms responding to survey: 15

Waiters and Waitresses serve food and/or beverages to patrons at tables. They usually take orders from patrons and make out the check. Their duties may include setting tables with linen and silverware and taking payment from patrons. They may serve customers at counters as well as at tables. The occupation does not include workers who only work at counters.

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Basic math skills

Oral communication skills

Training, Experience & Other Requirements

Training & Education:

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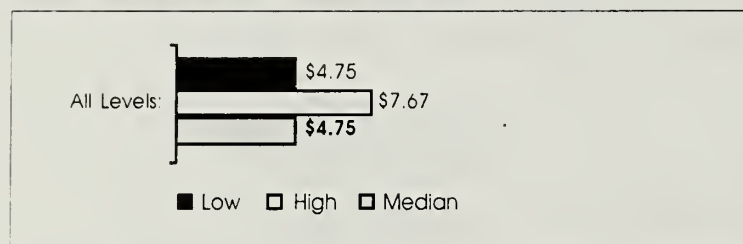
Employment Statistics & Trends

Occupation Size: *Very Large*
1992 Estimated Employment: 10,640
Projected Job Growth 1992-99: 5.5%
Occupation Growth: *Much Faster Than Average*

Number of firms responding to survey: 15

Waiters & Waitresses (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



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There was no variation in the wage range and median based on experience. Waiters and Waitresses also earn tips ranging from \$8.00 - \$21.00/hour.

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Full-time employees work 30-40 hours/week. There are also some part-time opportunities averaging 22 hours/week.

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	Full-time
Paid Vacation:	54%
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Life Insurance:	23%

No. firms responding: 12/12

Recruitment Methods

Unsolicited Applicants:	80%
Current Employees' Referrals:	67%
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Major Employing Industries

Ranked by occupational size

- Restaurants
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Other Sources of Information

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ATTACHMENT 8 - SAN FRANCISCO'S SUNSHINE ORDINANCE

TEXT OF PROPOSED ORDINANCE — Proposition G

Text of Proposed Ordinance, Proposition G

To become effective **January 1, 2000**

Note: Within Section 2, deletions are indicated in ((double parentheses)); additions are underlined.

Be it ordained by the People of the City and County of San Francisco:

SECTION 1. TITLE

This initiative may be cited as the Sunshine Ordinance of 1999.

SECTION 2.

Part I of the San Francisco Municipal Code (Administrative Code) is hereby amended in Chapter 67 to read as follows:

ARTICLE I: IN GENERAL

SEC. 67.1 Findings and Purpose.

The Board of Supervisors and the People of the City and County of San Francisco find and declare ((declares)):

- (a) Government's duty is to serve the public, reaching its decisions in full view of the public.
- (b) ((Commissions)) Elected officials, commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. ((This ordinance will assure that their deliberations are conducted before the people and that City)) The people do not cede to these entities the right to decide what the people should know about the operations ((are open to the people's review.)) of local government.
- (c) Although ((that is the intent also of California's Ralph M. Brown Act and Public Records Act, the people of California have learned from costly experience that)) California has a long tradition of laws designed to protect the public's access to the workings of government, every generation of governmental leaders includes officials who feel more comfortable conducting public business away from the scrutiny of those who elect and employ them. New approaches to government constantly offer public officials additional ways to hide the making of public policy from the public. ((civic issues and new governmental procedures also can erode the public's fundamental rights. Violations of open government principles occur at all levels, from local advisory boards to the highest reaches of the state hierarchy.
- (d) It is time for San Francisco to reaffirm the plain purpose of the state's open government laws and to

apply their underlying principles to local circumstances. No law is self-enforcing. Continued vigilance is essential)) As government evolves, so must the laws designed to ((assure)) ensure that the process remains visible.

- (d) The right of the people to know what their government and those acting on behalf of their government are doing is fundamental to democracy, and with very few exceptions, that right supersedes any other policy interest government officials may use to prevent public access to information. Only in rare and unusual circumstances does the public benefit from allowing the business of government to be conducted in secret, and those circumstances should be carefully and narrowly defined to prevent public officials from abusing their authority.
- (e) Public officials who attempt to conduct the public's business in secret should be held accountable for their actions. Only a strong Open Government and Sunshine Ordinance, enforced by a strong Sunshine Ordinance Task Force, can protect the public's interest in open government.
- (f) (((e))) The people of San Francisco enact these amendments ((want an open society. They do not give their public servants the right to decide what they should know. The public's right to know is as fundamental as its right to vote. To act on truth, the people must be free to learn the truth. (f) The sun must shine on all the workings of government so the people may put their institutions right when they go wrong. San Francisco enacts this ordinance)) to assure that ((, in general intent as well as in administrative procedure,)) the people of ((this City)) the city remain in control of the government they have created.
- (g) Private entities and individuals and employees and officials of the City and County of San Francisco have rights to privacy that must be respected. However, when a person or entity is before a policy body or passive meeting body, that person, and the public, has the right to an open and public process.

SEC. 67.2 Citation. This Chapter may be cited as the San Francisco Sunshine Ordinance.

ARTICLE II: PUBLIC ACCESS TO MEETINGS

SEC. 67.3 Definitions. Whenever in this Article the following words or phrases are used, they shall ((mean)) have the following meanings:

- (a) "City" shall mean the City and County of San Francisco.

(b) "Meeting" shall mean any of the following:

- (1) a congregation of a majority of the members of a policy body at the same time and place;
- (2) a series of gatherings, each of which involves less than a majority of a policy body, to hear, discuss or deliberate upon any item that is within the subject matter jurisdiction of the City, if the cumulative result is that a majority of members has become involved in such gatherings; or
- (3) any other use of personal intermediaries or communications media that could permit a majority of the members of a policy body to become aware of an item of business and of the views or positions of other members with respect thereto, and to negotiate consensus thereupon.

(4) "Meeting" shall not include any of the following:

- (A) individual contacts or conversations between a member of a policy body and ((a constituent which)) another person that do not convey to the member the views or positions of other members upon the subject matter of the contact or conversation and in which the member does not solicit or encourage the restatement of the views of the other members;
- (B) the attendance of a majority of the members of a policy body at a regional, statewide or national conference, or at a meeting organized to address a topic of local community concern and open to the public, provided that a majority of the members refrains from using the occasion to collectively discuss the topic of the gathering or any other business within the subject matter jurisdiction of the City; or
- (C) the attendance of a majority of the members of a policy body at a purely social, recreational or ceremonial occasion other than one sponsored or organized by or for the policy body itself, provided that a majority of the members refrains from using the occasion to discuss any business within the subject matter jurisdiction of this body. A meal gathering of a policy body before, during or after a business meeting of the body is part of that meeting and shall be conducted only under circumstances that permit public access to hear and observe the discussion of members. Such meetings shall not be conducted in restaurants or other accommodations where public access is possible only in consideration of making a purchase or some other payment of value.
- (D) ((the proceedings of any committee having

responsibility for the evaluation and improvement of the quality of medical care, mental services, or any other type of health services provided by the City or City-funded providers, including but not limited to committees described in Evidence Code sections 1156 et seq.

(E)) proceedings of the Department of Social Services Child Welfare Placement and Review Committee or similar committees which exist to consider confidential information and make decisions regarding Department of Social Services clients.

(c) "Passive meeting body" shall mean:

- (1) Advisory committees created by the initiative of a member of a policy body, the Mayor, or a department head;
- (2) Any group that meets to discuss with or advise the Mayor or any Department Head on fiscal, economic, or policy issues;
- (3) Social, recreational or ceremonial occasions sponsored or organized by or for a policy body to which a majority of the body has been invited.
- (4) "Passive meeting body" shall not include a committee that consists solely of employees of the City and County of San Francisco created by the initiative of a member of a policy body, the Mayor, or a department head;
- (5) Notwithstanding the provisions of paragraph (4) above, "Passive meeting body" shall include a committee that consists solely of employees of the City and County of San Francisco when such committee is reviewing, developing, modifying, or creating city policies or procedures relating to the public health, safety, or welfare or relating to services for the homeless;

(d) "Policy Body" shall mean:

- (1) the Board of Supervisors;
- (2) any other board or commission ((established by)) enumerated in the charter ((or)) ;
- (3) any board, commission, committee, or other body created by ordinance or resolution of the Board of Supervisors;
- ((or (3))) (4) any advisory board, commission, committee or body ((of the City)) , created by the initiative of a policy body ((.)) ;
- (((4))) (5) any standing committee of a policy body irrespective of its composition.
- ((A Policy Body)) (6) "Policy Body" shall not include a committee which consists solely of employees of the City and County of San Francisco, unless

such committee was established by charter or by ordinance or resolution of the Board of Supervisors.

- (7) Any advisory board, commission, committee, or council created by a federal, state, or local grant whose members are appointed by city officials, employees or agents.

SEC. 67.4. Passive Meetings.

- (a) ((Gatherings as defined in subdivision (5), which shall be known as "passive meetings")) All gatherings of passive meeting bodies shall be accessible to individuals upon inquiry and to the extent possible consistent with the facilities in which they occur.
- (1) Such gatherings need not be formally noticed, except on the City's website whenever possible, although the time, place and nature of the gathering shall be disclosed upon inquiry by a member of the public, and any agenda actually prepared for the gathering shall be accessible to such inquirers as a public record.
- (2) Such gatherings need not be conducted in any particular space for the accommodation of ((spectators)) members of the public, although ((spectators)) members of the public shall be permitted to observe on a space available basis consistent with legal and practical restrictions on occupancy.
- (3) Such gatherings of a business nature need not provide opportunities for comment by ((spectators)) members of the public, although the person presiding may, in his or her discretion, entertain such questions or comments from spectators as may be relevant to the business of the gathering.
- (4) Such gatherings of a social or ceremonial nature need not provide refreshments to spectators.
- (5) Gatherings subject to this subsection ((are)) include the following: advisory committees or other multimember bodies created in writing or by the initiative of, or otherwise primarily formed or existing to serve as a non-governmental advisor to, a member of a policy body, the Mayor, ((or)) the City Administrator, a department head, or any elective officer, and social, recreational or ceremonial occasions sponsored or organized by or for a policy body to which a majority of the body has been invited. This subsection shall not apply to a committee which consists solely of employees of the City and County of San Francisco.
- (6) Gatherings defined in subdivision (5) may hold closed sessions under ((any)) circumstances allowed by this Article ((or the Ralph M. Brown Act)) .

- (b) To the extent not inconsistent with state or federal law, a policy body shall include in any contract with an entity that owns, operates or manages any property in which the City has or will have an ownership interest, including a mortgage, and on which the entity performs a government function related to the furtherance of health, safety or welfare, a requirement that any meeting of the governing board of the entity to address any matter relating to the property or its government related activities on the property, or performance under the contract or grant, be conducted as provided in subdivision (a) of this section. Records made available to the governing board relating to such matters shall be likewise available to the public, at a cost not to exceed the actual cost up to 10 cents per page, or at a higher actual cost as demonstrated in writing to such governing board.

SEC. 67.5. Meetings To Be Open And Public; Application Of Brown Act.

All meetings of any policy body shall be open and public, and governed by the provisions of the Ralph M. Brown Act (Government Code Sections 54950 et. seq.) and of this article. In case of inconsistent requirements under the Brown Act and this article, the requirement which would result in greater or more expedited public access shall apply.

SEC. 67.6 Conduct Of Business; Time And Place For Meetings.

- (a) Each policy body, except for advisory bodies, shall establish by resolution or motion the time and place for holding regular meetings.
- (b) Unless otherwise required by state or federal law or necessary to inspect real property or personal property which cannot be conveniently brought within the territory of the City and County of San Francisco or to meet with residents residing on property owned by the City, or to meet with residents of another jurisdiction to discuss actions of the policy body that affect those residents, all meetings of its policy bodies shall be held within the City and County of San Francisco.
- (c) If a regular meeting would otherwise fall on a holiday, it shall instead be held on the next business day, unless otherwise rescheduled in advance.
- (d) If, because of fire, flood, earthquake or other emergency, it would be unsafe to meet ((in the customary location, the)) at the regular meeting place, meetings may be held for the duration of the emergency at some other place specified by the policy body. The change of meeting site shall be announced, by the most rapid means of communication available at the time, in a notice to the local media who have requested written notice of special meetings pursuant to Government Code Section 54956. Reasonable

attempts shall be made to contact others regarding the change in meeting location.

- (e) Meetings of ((advisory)) passive meeting bodies as specified in section ((67.3(c)(3))) 67.6(d)(4) of this article shall be preceded by notice delivered personally or by mail, e-mail, or facsimile as reasonably requested at least ((24)) 72 hours before the time of such meeting to each person who has requested, in writing, notice of such meeting. If the advisory body elects to hold regular meetings, it shall provide by bylaws, or whatever other rule is utilized by that advisory body for the conduct of its business, for the time and place for holding such regular meetings. In such case, no notice of regular meetings, other than the posting of an agenda pursuant to Section 67.7 of this article in the place used by the policy body ((or executive officer)) which it advises, is required.
- (f) Special meetings of any policy body, including advisory bodies that choose to establish regular meeting times, may be called at any time by the presiding officer thereof or by a majority of the members thereof, by delivering personally or by mail written notice to each member of ((the board or commission and to each local newspaper, radio or television station requesting notice)) such policy body and the local media who have requested written notice of special meetings in writing. Such notice ((must)) of a special meeting shall be delivered ((personally or by mail)) as described in (e) at least ((24)) 72 hours before the time of such meeting as specified in the notice. The ((call and)) notice shall specify the time and place of the special meeting and the business to be transacted. No other business shall be considered at such meetings ((by the board or commission)) . Such written notice may be dispensed with as to any member who at or prior to the time the meeting convenes files with the presiding officer or secretary of the ((board)) body or commission a written waiver of notice. Such waiver may be given by telegram. Such written notice may also be dispensed with as to any member who is actually present at the meeting at the time it convenes. Each special meeting shall be held at the regular meeting place of the policy body except that the policy body may designate an alternate meeting place provided that such alternate location is specified in the ((call and)) notice of the special meeting; further provided that the ((call and)) notice of the special meeting shall be given at least 15 days prior to said special meeting being held at an alternate location. This provision shall not apply where the alternative meeting location is located within the same building as the regular meeting place.
- (g) If a meeting must be canceled, continued or rescheduled for any reason, notice of such change shall be provided to the public as soon as is reasonably possible, including posting of a cancellation notice in the same manner as described

in section 67.7(c), and mailed notice if sufficient time permits.

SEC. 67.7 Agenda Requirements; Regular Meetings.

- (a) At least 72 hours before a regular meeting, a policy body shall post an agenda containing a meaningful description of each item of business to be transacted or discussed at the meeting. Agendas shall specify for each item of business the proposed action or a statement the item is for discussion only. In addition, a policy body shall post a current agenda on its Internet site at least 72 hours before a regular meeting.
- (b) A description is meaningful if it is sufficiently clear and specific to alert a person of average intelligence and education whose interests are affected by the item that he or she may have reason to attend the meeting or seek more information on the item. The description should be brief, concise and written in plain, easily understood English. It ((may)) shall refer to any explanatory documents that have been provided to the policy body in connection with an agenda item, such as correspondence or reports, and such documents shall be posted adjacent to the agenda or, if such documents are of more than one page in length, made available for public inspection and copying at a ((stated)) location indicated on the agenda during normal office hours.
- (c) The agenda shall specify the time and location of the regular meeting and shall be posted in a location that is freely accessible to members of the public.
- (d) No action or discussion shall be undertaken on any item not appearing on the posted agenda, except that members of a policy body may respond to statements made or questions posed by persons exercising their public testimony rights, to the extent of asking a question for clarification, providing a reference to staff or other resources for factual information, or requesting staff to report back to the body at a subsequent meeting concerning the matter raised by such testimony.
- (e) Notwithstanding subdivision (d), the policy body may take action on items of business not appearing on the posted agenda under any of the following conditions:
 - (1) Upon a determination by a majority vote of the body that an accident, natural disaster or work force disruption poses a threat to public health and safety.
 - (2) Upon a good faith, reasonable determination by a two-thirds vote of the body, or, if less than two-thirds of the members are present, a unanimous vote of those members present, that (A) the need to take immediate action on the item is so imperative as to threaten serious injury to the public interest if action were deferred to a subsequent special or regular meeting, or relates

to a purely commendatory action, and (B) that the need for such action came to the attention of the body subsequent to the agenda being posted as specified in subdivision (a).

- (3) The item was on an agenda posted pursuant to subdivision (a) for a prior meeting of the body occurring not more than five calendar days prior to the date action is taken on the item, and at the prior meeting the item was continued to the meeting at which action is being taken.
- (f) Each board and commission enumerated in the charter shall ensure that agendas for ((each)) regular and special ((meeting)) meetings are made available to speech and hearing impaired persons through telecommunications devices for the deaf, telecommunications relay services or equivalent systems, and, upon request, to sight impaired persons through Braille or enlarged type.
- (g) Each policy body shall ensure that notices and agendas for ((each)) regular and special ((meeting)) meetings shall include the following notice:

KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE

(Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public.

Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

FOR MORE INFORMATION ON YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE OR TO REPORT A VIOLATION OF THE ORDINANCE, CONTACT THE SUNSHINE ORDINANCE TASK FORCE.

(h) Each agenda of a policy body covered by this Sunshine Ordinance shall include the address, area code and phone number, fax number, e-mail address, and a contact person's name for the Sunshine Ordinance Task Force. Information on how to obtain a free copy of the Sunshine Ordinance shall be included on each agenda.

SEC. 67.7-1. Public Notice Requirements.

- (a) Any public notice that is mailed, posted or published by a City department, board, agency or commission to residents residing within a specific area to inform those residents of a matter that may impact their property or that neighborhood area, shall be brief, concise and written in plain, easily understood English.

- (b) The notice should inform the residents of the proposal or planned activity, the length of time planned for the activity, the effect of the proposal or activity, and a telephone contact for residents who have questions.
- (c) If the notice informs the public of a public meeting or hearing, then the notice shall state that persons who are unable to attend the public meeting or hearing may submit to the City, by the time the proceeding begins, written comments regarding the subject of the meeting or hearing, that these comments will be made a part of the official public record, and that the comments will be brought to the attention of the person or persons conducting the public meeting or hearing. The notice should also state the name and address of the person or persons to whom those written comments should be submitted.

SEC. 67.8. Agenda Disclosures: Closed Sessions.

- (a) In addition to the brief general description of items to be discussed or acted upon in open and public session, the agenda posted pursuant to Government Code Section 54954.2, any mailed notice given pursuant to Government Code Section 54954.1, and any call and notice delivered to the local media and posted pursuant to Government Code Section 54956 shall specify and disclose the nature of any closed sessions by providing all of the following information :

- (1) With respect to a closed session held pursuant to Government Code Section 54956.7:

LICENSE/PERMIT DETERMINATION:

applicant(s)

The space shall be used to specify the number of persons whose applications are to be reviewed.

- (2) With respect to every item of business to be discussed in closed session pursuant to Government Code Section 54956.8:

CONFERENCE WITH REAL PROPERTY NEGOTIATOR

Property:

Person(s) negotiating:

Under negotiation: Price Terms of payment Both

The space under "Property" shall be used to list an address, including cross streets where applicable, or other description or name which permits a reasonably ready identification of each parcel or structure subject to negotiation. The space under "Person(s) negotiating" shall be used to identify the person or persons with whom negotiations concerning that property are in progress. The spaces under "Under negotiation" shall be checked off as applicable to indicate which issues are to be discussed.

- (3) With respect to every item of business to be discussed in closed session pursuant to Government Code Section 54956.9, either:

CONFERENCE WITH LEGAL COUNSEL

Existing litigation:

Unspecified to protect service of process

Unspecified to protect settlement posture

or:

CONFERENCE WITH LEGAL COUNSEL

Anticipated litigation:

As defendant As plaintiff

The space under "Existing litigation" shall be used to specifically identify a case under discussion pursuant to subdivision (a) of Government Code Section 54956.9, including the case name, court, and case number, unless the identification would jeopardize the City's ability to effectuate service of process upon one or more unserved parties, in which instance the space in the next succeeding line shall be checked, or unless the identification would jeopardize the City's ability to conclude existing settlement negotiations to its advantage, in which instance the space in the next succeeding line shall be checked. If the closed session is called pursuant to subdivision (b) or (c) of Section 54956.9, the appropriate space shall be checked under "Anticipated litigation" to indicate the City's anticipated position as defendant or plaintiff respectively. If more than one instance of anticipated litigation is to be reviewed, space may be saved by entering the number of separate instances in the "As defendant" or "As plaintiff" spaces or both as appropriate. ((The disclosure required by this section for anticipated litigation shall not apply to boards and commissions whose closed sessions are governed by charter section 3.500(f), except for the Board of Supervisors, unless and until a charter amendment is adopted repealing the provisions of that section relating to closed sessions.))

- (4) With respect to every item of business to be discussed in closed session pursuant to Government Code Section 54957, either:

THREAT TO PUBLIC SERVICES OR FACILITIES

Name, title and agency of law enforcement

officer(s) to be conferred with:

or:

PUBLIC EMPLOYEE APPOINTMENT/HIRING

Title/description of position(s) to be filled:

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Position and, in the case of a routine evaluation, name of employee(s) being evaluated:

or:

PUBLIC EMPLOYEE DISMISSAL

Number of employees affected:

or:

- (5) With respect to every item of business to be discussed in closed session pursuant to Government Code Section 54957.6, either:

CONFERENCE WITH NEGOTIATOR -- COLLECTIVE BARGAINING

Name and title of City's negotiator:

Organization(s) representing:

Police officers, firefighters and airport police

Transit Workers

Nurses

Miscellaneous Employees

Anticipated issue(s) under negotiation:

Wages

Hours

Benefits

Working Conditions

Other (specify if known)

All

Where renegotiating a memorandum of understanding or negotiating a successor memorandum of understanding, the name of the memorandum of understanding:

In case of multiple items of business under the same category, lines may be added and the location of information may be reformatted to eliminate unnecessary duplication and space, so long as the relationship of information concerning the same item is reasonably clear to the reader. As an alternative to the inclusion of lengthy lists of names or other information in the agenda, or as a means of adding items to an earlier completed agenda, the agenda may incorporate by reference separately prepared

documents containing the required information, so long as copies of those documents are posted adjacent to the agenda within the time periods required by Government Code Sections 54954.2 and 54956 and provided with any mailed or delivered notices required by Sections 54954.1 or 54956.

Section 67.8-1 Additional Requirements for Closed Sessions

- (a) All closed sessions of any policy body covered by this Ordinance shall be either audio recorded or audio and video recorded in their entirety and all such recordings shall be retained for at least TEN years, or permanently where technologically and economically feasible. Closed session recordings shall be made available whenever all rationales for closing the session are no longer applicable. Recordings of closed sessions of a policy body covered by this Ordinance, wherein the justification for the closed session is due to "anticipated litigation" shall be released to the public in accordance with any of the following provisions: TWO years after the meeting if no litigation is filed; UPON EXPIRATION of the statute of limitations for the anticipated litigation if no litigation is filed; as soon as the controversy leading to anticipated litigation is settled or concluded.
- (b) Each agenda item for a policy body covered by this ordinance that involve existing litigation shall identify the court, case number, and date the case was filed on the written agenda. For each agenda item for a group covered by this ordinance that involves anticipated litigation, the City Attorney's Office or the policy body shall disclose at any time requested and to any member of the public whether such anticipated litigation developed into litigation and shall identify the court, case number, and date the case was filed.

SEC. 67.9. Agendas And Related Materials: Public Records.

- (a) Agendas of meetings and any other documents on file with the clerk of the policy body, when intended for distribution to all, or a majority of all, of the members of a policy body in connection with a matter anticipated for discussion or consideration at a public meeting shall be made available to the public. To the extent possible, such documents shall also be made available through the policy body's Internet site. However, this disclosure need not include any material exempt from public disclosure under ((Government Code Sections 6253.5, 6254, or 6254.7)) this ordinance.
- (b) Records which are subject to disclosure under subdivision (a) and which are intended for distribution to ((the)) a policy body prior to commencement of a public meeting shall be made available for public inspection and copying upon request prior to commencement of such meeting, whether or not

actually distributed to or received by the body at the time of the request.

- (c) Records which are subject to disclosure under subdivision (a) and which are distributed during a public meeting but prior to commencement of their discussion shall be made available for public inspection prior to commencement of, and during, their discussion.
- (d) Records which are subject to disclosure under subdivision a) and which are distributed during their discussion at a public meeting shall be made available for public inspection immediately or as soon thereafter as is practicable.
- (e) A policy body may charge a duplication fee of one cent per page for a copy of a public record prepared for consideration at a public meeting, unless a special fee has been established pursuant to the procedure set forth in section 67.28(d). Neither this section nor the California Public Records Act (Government Code sections 6250 et seq.) shall be construed to limit or delay the public's right to inspect any record required to be disclosed by that act, whether or not distributed to a policy body.

SEC. 67.10 Closed Sessions: ((Public Facilities And Employees)) PERMITTED TOPICS. A policy body may, but is not required to, hold closed sessions:

- (a) With the Attorney General, district attorney, sheriff, or chief of police, or their respective deputies, on matters posing a threat to the security of public buildings or a threat to the public's right of access to public services or public facilities.
- (b) To consider the appointment, employment, evaluation of performance, or dismissal of a City employee, if the policy body has the authority to appoint, employ, or dismiss the employee, or to hear complaints or charges brought against the employee by another person or employee unless the employee complained of requests a public hearing. The body may exclude from any such public meeting, and shall exclude from any such closed meeting, during the comments of a complainant, any or all other complainants in the matter. The term "employee" as used in this section shall not include any elected official, member of a policy body or applicant for such a position, or person providing services to the City as an independent contractor or the employee thereof, including but not limited to independent attorneys or law firms providing legal services to the City for a fee rather than a salary.
- (c) Notwithstanding section (b), an Executive Compensation Committee established ((under)) pursuant to a Memorandum of Understanding with the Municipal Executives Association may meet in closed session when evaluating the performance of an individual officer or employee subject to that Memorandum of Understanding or when establishing

performance goals for such an officer or employee where the setting of such goals requires discussion of that individual's performance.

(((d) This section shall not apply to boards and commissions whose closed sessions are governed by charter section 3.500(f), except for the Board of Supervisors, unless and until a charter amendment is adopted repealing the provisions of that section relating to closed sessions.))

((SEC. 67.11. Closed Sessions: Pending Litigation.

(a) A policy body, based))

(d) Based on advice of its legal counsel, and on a motion and vote in open session to assert the attorney-client privilege, ((may hold a closed session)) to confer with, or receive advice from, its legal counsel regarding pending litigation when discussion in open session concerning those matters would likely and unavoidably prejudice the position of the City in that litigation. (((b))) Litigation shall be considered pending when any of the following circumstances exist:

- (1) An adjudicatory proceeding before a court, administrative body exercising its adjudicatory authority, hearing officer, or arbitrator, to which the City is a party, has been initiated formally; or, ((.))
- (2) A point has been reached where, in the opinion of the policy body on the advice of its legal counsel; based on existing facts and circumstances, there is a significant exposure to litigation against the City, or the body is meeting only to decide whether a closed session is authorized pursuant to that advice or, based on those facts and circumstances, the body has decided to initiate or is deciding whether to initiate litigation.

(((c))) (3) A closed session may not be held under this section to consider the qualifications or engagement of an independent contract attorney or law firm, for litigation services or otherwise.

(((d) Prior to holding a closed session pursuant to this section, the policy body shall disclose the justification for its closure either by entries in the appropriate categories on the agenda or, in the case of an item added to the agenda based on a finding of necessity and urgency, by an oral announcement specifying the same information.

(e) This section shall not apply to boards and commissions whose closed sessions are governed by charter section 3.500(f), except for the Board of Supervisors, unless and until a charter amendment is adopted repealing the provisions of that section relating to closed sessions.

SEC. 67.12. Closed Sessions: Employee Salaries And Benefits.

(a) A policy body with authority over)) (e)With the City's designated representatives regarding matters within the scope of collective bargaining or meeting and conferring with public employee organizations ((may hold closed sessions)) when a policy body has authority over such matters.

((with the City's designated representatives regarding such matters Closed)) (1) Such closed sessions shall be for the purpose of reviewing the City's position and instructing its designated representatives and may take place solely prior to and during active consultations and discussions between the City's designated representatives and the representatives of employee organizations or the unrepresented employees. A policy body shall not discuss compensation or other contractual matters in closed session with one or more employees directly interested in the outcome of the negotiations.

(((b))) (2) In addition to the closed sessions authorized by ((subdivision (a))) subsection 67.10(e)(1), a policy body subject to Government Code Section 3501 may hold closed sessions with its designated representatives on mandatory subjects within the scope of representation of its represented employees, as determined pursuant to Section 3504.

SEC. ((67.13)) 67.11. Statement Of Reasons For Closed Sessions.

Prior to any closed session, a policy body shall state the general reason or reasons for the closed session, and ((may cite)) shall cite the statutory authority, including the specific section and subdivision, or other legal authority under which the session is being held. In the closed session, the policy body may consider only those matters covered in its statement. In the case of regular and special meetings, the statement shall be made in the form of the agenda disclosures and specifications required by Section 67.8 of this article. In the case of adjourned and continued meetings, the statement shall be made with the same disclosures and specifications required by Section 67.8 of this article, as part of the notice provided for the meeting.

In the case of an item added to the agenda as a matter of urgent necessity, the statement shall be made prior to the determination of urgency and with the same disclosures and specifications as if the item had been included in the agenda pursuant to Section 67.8 of this article. Nothing in this section shall require or authorize a disclosure of information prohibited by state or federal law.

SEC. ((67.14)) 67.12. Disclosure Of Closed Session Discussions and Actions.

(a) After every closed session, a policy body may in its discretion and in the public interest, disclose to the public any portion of its discussion ((which)) that is not confidential under federal or state law, the Charter, or non-waivable privilege. The body shall, by motion and vote in open session, elect either to disclose no information or to disclose the information ((which))

that a majority deems to be in the public interest. The disclosure shall be made through the presiding officer of the body or such other person, present in the closed session, whom he or she designates to convey the information.

(b) A policy body shall publicly report any action taken in closed session and the vote or abstention of every member present thereon, as follows:

(1) Real Property Negotiations: Approval given to ((the)) a policy body's negotiator concerning real estate negotiations pursuant to Government Code Section 54956.8 shall be reported as soon as the agreement is final. If its own approval renders the agreement final, the policy body shall report that approval, the substance of the agreement and the vote thereon in open session immediately. If final approval rests with ((the)) another party to the negotiations, the body shall disclose the fact of that approval, the substance of the agreement and the body's vote or votes thereon upon inquiry by any person, as soon as the other party or its agent has informed the body of its approval. If notwithstanding the final approval there are conditions precedent to the final consummation of the transaction, or there are multiple contiguous or closely located properties that are being considered for acquisition, the document referred to in subdivision (b) of this section need not be disclosed until the condition has been satisfied or the agreement has been reached with respect to all the properties, or both.

(2) Litigation: Direction or approval given to the body's legal counsel to prosecute, defend or seek or refrain from seeking appellate review or relief, or to otherwise enter as a party, intervenor or amicus curiae in any form of litigation as the result of a consultation ((under)) pursuant to Government Code Section 54956.9 shall be reported in open session as soon as given, or at the first meeting after an adverse party has been served in the matter if immediate disclosure of the City's intentions would be contrary to the public interest. The report shall identify the adverse party or parties, any co-parties with the City, any existing claim or order to be defended against or any factual circumstances or contractual dispute giving rise to the City's complaint, petition or other litigation initiative. ((This section shall not apply to boards and commissions whose closed sessions are governed by charter section 3.500(f), except for the Board of Supervisors, unless and until a charter amendment is adopted repealing the provisions of that section relating to closed sessions.))

(3) Settlement: A policy body shall neither solicit nor agree to any term in a settlement which would preclude the release ((, upon request by the public,)) of the text of the settlement itself and any related documentation communicated to or received from the adverse party or parties. ((at)) Any written settlement agreement and any documents attached to or referenced in the settlement agreement shall be made publicly available at least 10 calendar days before the meeting of the policy body at which the settlement is to be approved to the extent that the settlement would commit the City or a department thereof to adopting, modifying, or discontinuing an existing policy, practice or program or otherwise acting other than to pay an amount of money less than \$50,000. The agenda for any meeting in which a settlement subject to this section is discussed shall identify the names of the parties, the case number, the court, and the material terms of the settlement. Where the disclosure of documents in a litigation matter that has been settled could ((affect)) be detrimental to the city's interest in pending litigation ((on a closely related case)) arising from the same facts or incident and involving a party not a party to or otherwise aware of the settlement, the documents required to be disclosed by subdivision (b) of this section need not be disclosed until the ((closely related)) other case is settled or otherwise finally concluded. ((This section shall not be applicable to the Airports Commission, the Port Commission or the Public Utilities Commission.))

(4) Employee Actions: Action taken to appoint, employ, dismiss, transfer or accept the resignation of a public employee in closed session pursuant to Government Code Section 54957 shall be reported immediately in a manner that names the employee, the action taken and position affected and, in the case of dismissal for a violation of law or of the policy of the City, the reason for dismissal. "Dismissal" within the meaning of this ordinance includes any termination of employment at the will of the employer rather than of the employee, however characterized. The proposed terms of any separation agreement shall be immediately disclosed as soon as presented to the body, and its final terms shall be immediately disclosed upon approval by the body. ((Except for information required to be disclosed by the Ralph M. Brown Act, this section shall not apply to boards and commissions whose closed sessions are governed by charter section 3.500(f), except for the Board of Supervisors, unless and until a charter amendment is adopted repealing the provisions of that section relating to closed sessions.))

sessions))

(5) Collective Bargaining: Any collectively bargained agreement shall be made publicly available at least 15 calendar days before the meeting of the policy body to which the agreement is to be reported.

- (c) Reports required to be made immediately may be made orally or in writing, but shall be supported by copies of any contracts, settlement agreements, or other documents related to the transaction that were finally approved or adopted in the closed session and that embody the information required to be disclosed ((by immediate report,)) immediately shall be provided to any person who ((requested such copies in)) has made a written request ((submitted within 24 hours of)) regarding that item following the posting of the agenda, or who has made a standing request for all such documentation as part of a request for notice of meetings pursuant to Government Code Sections 54954.1 or 54956.
- (d) A written summary of the information required to be immediately reported pursuant to this section, or documents embodying that information, shall be posted by the close of business on the next business day following the meeting, in the place where the meeting agendas of the body are posted.

SEC. ((67.15)) 67.13. Barriers To Attendance Prohibited.

- (a) No policy body shall conduct any meeting, conference or other function in any facility that excludes persons on the basis of actual or presumed class identity or characteristics, or which is inaccessible to persons with physical disabilities, or where members of the public may not be present without making a payment or purchase. Whenever the Board of Supervisors, ((or)) a board or commission enumerated in the charter, or ((a permanent sub-quorum)) any committee ((of the governing board or commission)) thereof anticipates that the number of persons attending the meeting will exceed the legal capacity of the meeting room, any public address system used to amplify sound in the meeting room shall be extended by supplementary speakers to permit the overflow audience to listen to the proceedings in an adjacent room or passageway, unless such supplementary speakers would disrupt the operation of a City office.
- (b) Each board and commission enumerated in the charter shall provide sign language interpreters or note-takers at each regular meeting, ((providing)) provided that a request for such services is communicated to the secretary ((to)) or clerk of the board or commission at least 48 hours before the meeting, except for Monday meetings, for which the deadline shall be 4 p.m. of the last business day of the preceding week.
- (c) Each board and commission enumerated in the

charter shall ensure that accessible seating for persons with disabilities, including those using wheelchairs, is made available for each regular and special meeting.

- (d) Each board and commission enumerated in the charter shall include on the agenda for each ((general)) regular and special meeting the following statement: "In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals."
- (e) The Board of Supervisors shall seek to provide translators at each of its regular ((meeting of the full Board of Supervisors and Board Committees)) meetings and all meetings of its committees for each language requested, where the translation is necessary to enable San Francisco residents with limited English proficiency to participate in the proceedings ((. However, it is projected that the use of)) provided that a request for such translation services ((will most likely be required at the Board of Supervisors and Board Committee meetings held in the community where community members have limited English proficiency. The request for translation services shall be)) is communicated to the Clerk of the Board of Supervisors at least 48 hours before the meeting. ((When the Board or Committee meets)) For meetings on a Monday or a Tuesday, the request must be made by noon of the last business day of the preceding week. The Clerk of the Board of Supervisors shall first solicit volunteers from the ranks of City employees and/or from the community to serve as translators. If volunteers are not available the Clerk of the Board of Supervisors may next solicit translators from non-profit agencies, which may be compensated. If these options do not provide the necessary translation services, the Clerk may employ professional translators. The unavailability of a translator shall not affect the ability of the Board of Supervisors or its committees to deliberate or vote upon any matter presented to them. In any calendar year in which the costs to the City for providing translator services under ((Subsection (e))) this subsection exceeds \$20,000, the Board of Supervisors shall, as soon as possible thereafter, review the provisions of ((Subsection (e). The provisions of Subsection (e) shall expire on December 31, 1998.)) this subsection.

((SEC. 67.16)) SEC. 67.14. Tape Recording, Filming And Still Photography.

- (a) Any person attending an open and public meeting of a policy body shall have the right to record the proceedings with an audio or video ((tape)) recorder

or a still or motion picture camera, or to broadcast the proceedings, in the absence of a reasonable finding of the policy body that the recording or broadcast cannot continue without such noise, illumination or obstruction of view as to constitute a persistent disruption of the proceedings.

- (b) Each board and commission enumerated in the charter shall ((tape)) audio record each regular and special meeting. Each such ((tape)) audio recording, and any audio or video ((tape)) recording of a meeting of any other policy body made at the direction of the policy body shall be a public record subject to inspection pursuant to the California Public Records Act (Government Code Section 6250 et seq.), and shall not be erased or destroyed ((for at least seven calendar days, provided that if during that seven day period a written request for inspection or copying of that record is made, the tape shall not be destroyed or erased until the requested inspection or copying has been accomplished)) . Inspection of any such ((video or tape)) recording shall be provided without charge on ((a tape recorder)) an appropriate play back device made available by the City.

SEC. ((67.17.)) 67.15. Public Testimony ((At Regular And Certain Special Meetings)) .

- (a) Every agenda for regular meetings shall provide an opportunity for members of the public to directly address a policy body on items of interest to the public that are within policy body's subject matter jurisdiction, provided that no action shall be taken on any item not appearing on the agenda unless the action is otherwise authorized by section 67.7(e) of this article. However, in the case of a meeting of the Board of Supervisors, the agenda need not provide an opportunity for members of the public to address the Board on any item that has already been considered by a committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the committee on the item, before or during the committee's consideration of the item, unless the item has been substantially changed since the committee heard the item, as determined by the Board.
- (b) Every agenda for special meetings at which action is proposed to be taken on an item shall provide an opportunity for each member of the public to directly address the body concerning that item prior to action thereupon.
- (c) A policy body may adopt reasonable regulations to ensure that the intent of subdivisions (a) and (b) are carried out, including, but not limited to, regulations limiting the total amount of time allocated for public testimony on particular issues and for each individual speaker. Each policy body shall adopt a rule providing that each person wishing to speak on an item before

the body at a regular or special meeting shall be permitted to be heard once for up to three minutes. Time limits shall be applied uniformly to members of the public wishing to testify.

- (d) A policy body shall not abridge or prohibit public criticism of the policy, procedures, programs or services of the City, or of any other aspect of its proposals or activities, or of the acts or omissions of the body, on the basis that the performance of one or more public employees is implicated, or on any basis other than reasonable time constraints adopted in regulations pursuant to subdivision (c) of this section.
- (e) To facilitate public input, any agenda changes or continuances shall be announced by the presiding officer of a policy body at the beginning of a meeting, or as soon thereafter as the change or continuance becomes known to such presiding officer.

SEC 67.16 ((SEC 67.18)) . Minutes.

The clerk ((of the Board of Supervisors and the clerk)) or secretary of each board and commission enumerated in the charter shall record the minutes for each regular and special meeting of the board or commission. The minutes shall state the time the meeting was called to order, the names of the members attending the meeting, the roll call vote on each matter considered at the meeting, the time the board or commission began and ended any closed session, the names of the members and the names, and titles where applicable, of any other persons attending any closed session, a list of those members of the public who spoke on each matter if the speakers identified themselves, whether such speakers supported or opposed the matter, a brief summary of each person's statement during the public comment period for each agenda item, and the time the meeting was adjourned. Any person speaking during a public comment period may supply a brief written summary of their comments which shall, if no more than 150 words, be included in the minutes.

The draft minutes of each meeting shall be available for inspection and copying upon request no later than ten working days after the meeting. The officially adopted minutes shall be available for inspection and copying upon request no later than ten working days after the meeting at which the minutes are adopted. Upon request, minutes required to be produced by this section shall be made available in Braille or increased type size.

SEC. ((67.19)) 67.17. Public Comment By Members Of Policy Bodies.

Every member of a policy body retains the full constitutional rights of a citizen to comment publicly on the wisdom or propriety of government actions, including those of the policy body of which he or she is a member. Policy bodies shall not sanction, reprove or deprive members of their rights as elected or appointed officials for expressing their judgments or opinions, including those which deal with the perceived inconsistency of non-public discussions,

communications or actions with the requirements of state or federal law or of this ordinance. The release of specific factual information made confidential by state or federal law including, but not limited to, the privilege for confidential attorney-client communications, may be the basis for a request for injunctive or declaratory relief, of a complaint to the Mayor seeking an accusation of misconduct, or both.

ARTICLE III: PUBLIC INFORMATION AND PUBLIC RECORDS

SEC. 67.20. Definitions. Whenever in this article the following words or phrases are used, they shall mean:

- (a) "Department" shall mean a department of the City and County of San Francisco.
- (b) "Public Information" shall mean the content of "public records" as defined in the California Public Records Act (Government Code Section 6252), whether provided in documentary form or in an oral communication. "Public Information" shall not include "computer software" developed by the City and County of San Francisco as defined in the California Public Records Act (Government Code Section 6254.9).

(c) "Supervisor of Records" shall mean the City Attorney.

((SEC. 67.21. Release Of Documentary Public Information. (a)))

SEC. 67.21. Process for Gaining Access to Public Records; Administrative Appeals

- (a) Every person having custody of any public record or public information, as defined herein, (hereinafter referred to as a custodian of a public record) shall, at normal times and during normal and reasonable hours of operation, without unreasonable delay, and without requiring an appointment, permit the public record, or any segregable portion of a record, to be inspected and examined by any person and shall furnish one copy thereof upon payment of a reasonable copying charge, not to exceed the lesser of the actual cost or ten cents per page.
- (b) A custodian of a public record shall, as soon as possible and within ten days following receipt of a request for inspection or copy of a public record, comply with such request. Such request may be delivered to the office of the custodian by the requester orally or in writing by fax, postal delivery, or e-mail. If the custodian believes the record or information requested is not a public record or is exempt, the custodian shall justify withholding any record by demonstrating, in writing as soon as possible and within ten days following receipt of a request, that the record in question is exempt under express provisions of this ordinance.
- (c) A custodian of a public record shall assist a requester in identifying the existence, form, and nature of any

records or information maintained by, available to, or in the custody of the custodian, whether or not the contents of those records are exempt from disclosure and shall, when requested to do so, provide in writing within seven days following receipt of a request, a statement as to the existence, quantity, form and nature of records relating to a particular subject or questions with enough specificity to enable a requester to identify records in order to make a request under (b). A custodian of any public record, when not in possession of the record requested, shall assist a requester in directing a request to the proper office or staff person.

- (d) If the custodian refuses, fails to comply, or incompletely complies with a request described in (b), the person making the request may petition the supervisor of records for a determination whether the record requested is public. The supervisor of records shall inform the petitioner, as soon as possible and within 10 days, of its determination whether the record requested, or any part of the record requested, is public. Where requested by the petition, and where otherwise desirable, this determination shall be in writing. Upon the determination by the supervisor of records that the record is public, the supervisor of records shall immediately order the custodian of the public record to comply with the person's request. If the custodian refuses or fails to comply with any such order within 5 days, the supervisor of records shall notify the district attorney or the attorney general who shall take whatever measures she or he deems necessary and appropriate to insure compliance with the provisions of this ordinance.
- (e) If the custodian refuses, fails to comply, or incompletely complies with a request described in (b) above or if a petition is denied or not acted on by the supervisor of public records, the person making the request may petition the Sunshine Task Force for a determination whether the record requested is public. The Sunshine Task Force shall inform the petitioner, as soon as possible and within 2 days after its next meeting but in no case later than 45 days from when a petition in writing is received, of its determination whether the record requested, or any part of the record requested, is public. Where requested by the petition, and where otherwise desirable, this determination shall be in writing. Upon the determination that the record is public, the Sunshine Task Force shall immediately order the custodian of the public record to comply with the person's request. If the custodian refuses or fails to comply with any such order within 5 days, the Sunshine Task Force shall notify the district attorney or the attorney general who may take whatever measures she or he deems necessary to insure compliance with the provisions of this ordinance. The Board of Supervisors and the City Attorney's office shall provide sufficient staff and

resources to allow the Sunshine Task Force to fulfill its duties under this provision. Where requested by the petition, the Sunshine Task Force may conduct a public hearing concerning the records request denial. An authorized representative of the custodian of the public records requested shall attend any hearing and explain the basis for its decision to withhold the records requested.

(f) The administrative remedy provided under this article shall in no way limit the availability of other administrative remedies provided to any person with respect to any officer or employee of any agency, executive office, department or board; nor shall the administrative remedy provided by this section in any way limit the availability of judicial remedies otherwise available to any person requesting a public record. If a custodian of a public record refuses or fails to comply with the request of any person for inspection or copy of a public record or with an administrative order under this section, the superior court shall have jurisdiction to order compliance.

(g) In any court proceeding pursuant to this article there shall be a presumption that the record sought is public, and the burden shall be upon the custodian to prove with specificity the exemption which applies.

(h) On at least an annual basis, and as otherwise requested by the Sunshine Ordinance Task Force, the supervisor of public records shall prepare a tally and report of every petition brought before it for access to records since the time of its last tally and report. The report shall at least identify for each petition the record or records sought, the custodian of those records, the ruling of the supervisor of public records, whether any ruling was overturned by a court and whether orders given to custodians of public records were followed. The report shall also summarize any court actions during that period regarding petitions the Supervisor has decided. At the request of the Sunshine Ordinance Task Force, the report shall also include copies of all rulings made by the supervisor of public records and all opinions issued.

(i) The San Francisco City Attorney's office shall act to protect and secure the rights of the people of San Francisco to access public information and public meetings and shall not act as legal counsel for any city employee or any person having custody of any public record for purposes of denying access to the public. The City Attorney may publish legal opinions in response to a request from any person as to whether a record or information is public. All communications with the City Attorney's Office with regard to this ordinance, including petitions, requests for opinion, and opinions shall be public records.

(g) Notwithstanding the provisions of this section, the City Attorney may defend the City or a City Employee in litigation under this ordinance that is actually filed in

court to any extent required by the City Charter or California Law.

(h) Release of documentary public information, whether for inspection of the original or by providing a copy, shall be governed by the California Public Records Act (Government Code Section 6250 et seq.) in ((any)) particulars not addressed by this ((article .(b))) ordinance and in accordance with the enhanced disclosure requirements provided in this ordinance.

(i) Inspection and copying of documentary public information stored in electronic form shall be made available to the person requesting the information in any form requested which is available to or easily generated by the department, its officers or employees, including disk, tape, printout or monitor at a charge no greater than the cost of the media on which it is duplicated ((, plus the direct costs of equipment, supplies and labor costs associated with duplicating the electronic file which is requested.)) Inspection of documentary public information on a computer monitor need not be allowed where the information sought is necessarily and unseparably intertwined with information not subject to disclosure under ((the California Public Records Act and)) this ordinance. Nothing in this section shall require a department to program or reprogram a computer to respond to a request for information or to release information where the release of that information would violate a licensing agreement or copyright law.

SEC. 67.21-1. Policy Regarding Use and Purchase of Computer Systems

(a) (((c))) It is the policy of the City and County of San Francisco to utilize computer technology in order to reduce the cost of public records management, including the costs of collecting, maintaining, and disclosing records subject to disclosure to members of the public under this section. To the extent that it is technologically and economically feasible, departments that use computer systems to collect and store public records shall program and design these systems to ensure convenient, efficient, and economical public access to records and shall make public records easily accessible over public networks such as the Internet.

(b) (((d))) Departments purchasing new computer systems shall attempt to reach the following goals as a means to achieve lower costs to the public in connection with the public disclosure of records:

(1) Implementing a computer system in which exempt information is segregated or filed separately from otherwise disclosable information.

(2) Implementing a system that permits reproduction of electronic copies of records in a format that is

generally recognized as an industry standard format.

- (3) Implementing a system that permits making records available through the largest non-profit, non-proprietary public computer network, consistent with the requirement for security of information.

SEC. 67.22. Release Of Oral Public Information. Release of oral public information shall be accomplished as follows:

- (a) Every department head shall designate a person or persons ((knowledgeable)) knowledgeable about the affairs of the department, to provide information, including oral information, to the public about the department's operations, plans, policies and positions. The department head may designate himself or herself for this assignment, but in any event shall arrange that an alternate be available for this function during the absence of the person assigned primary responsibility. If a department has multiple bureaus or divisions, the department may designate a person or persons for each bureau or division to provide this information.
- (b) The role of the person or persons so designated shall be to provide information on as timely and responsive a basis as possible to those members of the public who are not requesting information from a specific person. This section shall not be interpreted to curtail existing informal contacts between employees and members of the public when these contacts are occasional, acceptable to the employee and the department, not disruptive of his or her operational duties and confined to accurate information not confidential by law.
- (c) No employee shall be required to respond to an inquiry or inquiries from an individual if it would take the employee more than fifteen minutes to obtain the information responsive to the inquiry or inquiries.
- (d) Public employees shall not be discouraged from or disciplined for the expression of their personal opinions on any matter of public concern while not on duty, so long as the opinion (1) is not represented as that of the department and does not misrepresent the department position; and (2) does not disrupt coworker relations, impair discipline or control by superiors, erode a close working relationship premised on personal loyalty and confidentiality, interfere with the employee's performance of his or her duties or obstruct the routine operation of the office in a manner that outweighs the employee's interests in expressing that opinion. In adopting this subdivision, the Board of Supervisors intends merely to restate and affirm court decisions recognizing the First Amendment rights enjoyed by public employees. Nothing in this section shall be construed to provide rights to City employees beyond those recognized by

courts, now or in the future, under the First Amendment, or to create any new private cause of action or defense to disciplinary action.

- (e) Notwithstanding any other provisions of this ordinance, public employees shall not be discouraged from or disciplined for disclosing any information that is public information or a public record to any journalist or any member of the public. Any public employee who is disciplined for disclosing public information or a public record shall have a cause of action against the City and the supervisor imposing the discipline.

SEC. 67.23. Public Review File -- Policy Body Communications.

- (a) The clerk of the Board of Supervisors and the clerk of each board and commission enumerated in the charter shall maintain a file, accessible to any person during normal office hours, containing a copy of any letter, memorandum or other communication which the clerk has distributed to or received from a quorum of the policy body concerning a matter calendared by the body within the previous 30 days or likely to be calendared within the next 30 days, irrespective of subject matter, origin or recipient, except commercial solicitations, periodical publications or communications exempt from disclosure under the California Public Records Act (Government Code Section 6250 et seq.) and not deemed disclosable under Section 67.24 of this article.
- (b) Communications, as described in subsection (a), sent or received in the last three business days shall be maintained in chronological order in the office of the department head or at a place nearby, clearly designated to the public. After documents have been on file for two full days, they may be removed, and, in the discretion of the board or commission, placed in a monthly chronological file.
- (c) Multiple-page reports, studies or analyses which are accompanied by a letter or memorandum of transmittal need not be included in the file so long as the letter or memorandum of transmittal is included.

SEC. 67.24. ((Non-exempt)) Public Information That Must be Disclosed.

Notwithstanding ((the)) a department's legal discretion to withhold certain information under the California Public Records Act, the following policies shall govern specific types of documents and information and shall provide enhanced rights of public access to information and records:

- (a) Drafts and Memoranda.

- (1) Except as provided in subparagraph (2), no preliminary draft or department memorandum, whether in printed or electronic form, shall be exempt from disclosure under Government Code Section 6254, subdivision (a) ((if it is normally

kept on file)) or any other provision. If such a document ((it)) is not normally kept on file and would otherwise be disposed of, its factual content is not exempt under subdivision (a). Only the recommendation of the author may, in such circumstances, be withheld as exempt.

- (2) Draft versions of an agreement being negotiated by representatives of the City with some other party need not be disclosed immediately upon creation but must be preserved and made available for public review for 10 days prior to the presentation of the agreement for approval by a policy body, unless the body finds that and articulates how the public interest would be unavoidably and substantially harmed by compliance with this 10 day rule, provided that policy body as used in this subdivision does not include committees. In the case of negotiations for a contract, lease or other business agreement in which an agency of the City is offering to provide facilities or services in direct competition with other public or private entities that are not required by law to make their competing proposals public or do not in fact make their proposals public, the policy body may postpone public access to the final draft agreement until it is presented to it for approval. ((Earlier versions and/or drafts of agreements shall not be subject to disclosure if the public interest in withholding such records clearly outweighs the public interest in disclosure as provided by California Government Code section 6254(a))) .

(b) Litigation Material.

(1).Notwithstanding any exemptions otherwise provided by law, the following are public records subject to disclosure under this Ordinance:

- (i) A pre-litigation (((1) No prelitigation)) claim against the City ((, or any other)) ;
- (ii) A record previously received or created by a department in the ordinary course of business ((, shall be exempt from disclosure under Government Code section 6254, subdivision (b))) that was not attorney/client privileged when it was previously received or created;
- (iii) Advice on compliance with, analysis of, an opinion concerning liability under, or any communication otherwise concerning the California Public Records Act, the Ralph M. Brown Act, the Political Reform Act, any San Francisco governmental ethics code, or this Ordinance.

- (2) Unless otherwise privileged under California law, when litigation is finally adjudicated or otherwise settled, records of all communications between

the department and the adverse party shall be subject to disclosure, including the text and terms of any settlement.

- (c) Personnel Information. None of the following shall be exempt from disclosure under Government Code Section 6254, subdivision (c), or any other provision of California Law where disclosure is not forbidden:

- (1) The job pool characteristics and employment and education histories of all successful job applicants, including at a minimum the following information as to each successful job applicant:
 - (i) Sex, age and ethnic group;
 - (ii) Years of graduate and undergraduate study, degree(s) and major or discipline;
 - (iii) Years of employment in the private and/or public sector;
 - (iv) Whether currently employed in the same position for another public agency.
 - (v) Other non-identifying particulars as to experience, credentials, aptitudes, training or education entered in or attached to a standard employment application form used for the position in question.
- (2) The professional biography or curriculum vitae of any employee, provided that the home address, home telephone number, social security number, age, and marital status of the employee shall be redacted.
- (3) The job description of every employment classification.
- (4) The exact gross salary and City-paid benefits available to every employee.
- (5) Any memorandum of understanding between the City or department and a recognized employee organization.
- (6) The amount, basis, and recipient of any performance-based increase in compensation, benefits, or both, or any other bonus, awarded to any employee, which shall be announced during the open session of a policy body at which the award is approved.
- (7) The record of any confirmed misconduct of a public employee involving personal dishonesty, misappropriation of public funds, resources or benefits, unlawful discrimination against another on the basis of status, abuse of authority, or violence, and of any discipline imposed for such misconduct.

- (d) Law Enforcement Information. ((No records pertaining to any investigation, arrest or other law enforcement activity shall be exempt from disclosure under

Government Code Section 6254, subdivision (f) beyond the point where the prospect of an enforcement action has been terminated by either a court or a prosecutor. When such a point has been reached, related records of law enforcement activity shall be accessible, except that individual items of information in the following categories may be withheld: the names of witnesses (whose distinct identities may be indicated by substituting an alphabetical letter for each individual interviewed); personal and otherwise private information unrelated to the reasons for which the law enforcement action was commenced or terminated; the identity of a confidential source; secret investigative techniques or procedures; or information whose disclosure would endanger law enforcement personnel.

)) The District Attorney, Chief of Police, and Sheriff are encouraged to cooperate with the press and other members of the public in allowing access to local records pertaining to investigations, arrests, and other law enforcement activity. However, no provision of this ordinance is intended to abrogate or interfere with the constitutional and statutory power and duties of the District Attorney and Sheriff as interpreted under Government Code section 25303, or other applicable state law or judicial decision. Records pertaining to any investigation, arrest or other law enforcement activity shall be disclosed to the public once the District Attorney or court determines that a prosecution will not be sought against the subject involved, or once the statute of limitations for filing charges has expired, whichever occurs first. Notwithstanding the occurrence of any such event, individual items of information in the following categories may be segregated and withheld if, on the particular facts, the public interest in nondisclosure clearly and substantially outweighs the public interest in disclosure:

- (1) the names of juvenile witnesses (whose identities may nevertheless be indicated by substituting a number or alphabetical letter for each individual interviewed);
- (2) personal or otherwise private information related to or unrelated to the investigation if disclosure would constitute an unwarranted invasion of privacy;
- (3) the identity of a confidential source;
- (4) secret investigative techniques or procedures;
- (5) information whose disclosure would endanger law enforcement personnel; or
- (6) information whose disclosure would endanger the successful completion of an investigation where the prospect of enforcement proceedings is concrete and definite.

This subdivision shall not exempt from disclosure any portion of any record of a concluded inspection or enforcement action by an officer or department responsible for regulatory protection of the public health, safety, or welfare.

(e) Contracts, Bids and Proposals

- (1) Contracts, contractors' bids, responses to requests for proposals and all other records of communications between the department and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. All bidders and contractors shall be advised that information provided which is covered by this subdivision will be made available to the public upon request. Immediately after any review or evaluation or rating of responses to a Request for Proposal ("RFP") has been completed, evaluation forms and score sheets and any other documents used by persons in the RFP evaluation or contractor selection process shall be available for public inspection. The names of scorers, graders or evaluators, along with their individual ratings, comments, and score sheets or comments on related documents, shall be made immediately available after the review or evaluation of a RFP has been completed.
- (2) Notwithstanding the provisions of this subdivision or any other provision of this ordinance, the Director of Public Health may withhold from disclosure proposed and final rates of payment for managed health care contracts if the Director determines that public disclosure would adversely affect the ability of the City to engage in effective negotiations for managed health care contracts. The authority to withhold this information applies only to contracts pursuant to which the City (through the Department of Public Health) either pays for health care services or receives compensation for providing such services, including mental health and substance abuse services, to covered beneficiaries through a pre-arranged rate of payment. This provision also applies to rates for managed health care contracts for the University of California, San Francisco, if the contract involves beneficiaries who receive services provided jointly by the City and University. This provision shall not authorize the Director to withhold rate information from disclosure for more than three years.

(3) During the course of negotiations for:

- (i) personal, professional, or other contractual services not subject to a competitive process or where such a process has arrived at a stage where there is only one qualified or responsive bidder;
- (ii) leases or permits having total anticipated revenue or expense to the City and County of five hundred thousand dollars (\$500,000) or more or having a term of ten years or more; or
- (iii) any franchise agreements.

all documents exchanged and related to the position of the parties, including draft contracts, shall be made available for public inspection and copying upon request. In the event that no records are prepared or exchanged during negotiations in the above-mentioned categories, or the records exchanged do not provide a meaningful representation of the respective positions, the city attorney or city representative familiar with the negotiations shall, upon a written request by a member of the public, prepare written summaries of the respective positions within five working days following the final day of negotiation of any given week. The summaries will be available for public inspection and copying. Upon completion of negotiations, the executed contract, including the dollar amount of said contract, shall be made available for inspection and copying. At the end of each fiscal year, each City department shall provide to the Board of Supervisors a list of all sole source contracts entered into during the past fiscal year. This list shall be made available for inspection and copying as provided for elsewhere in this Article.

- (f) Budgets and Other Financial Information. Budgets, whether tentative, proposed or adopted, for the City or any of its departments, programs, projects or other categories, and all bills, claims, invoices, vouchers or other records of payment obligations as well as records of actual disbursements showing the amount paid, the payee and the purpose for which payment is made, other than payments for social or other services whose records are confidential by law, shall not be exempt from disclosure under any circumstances.
- (g) Neither the City nor any office, employee, or agent thereof may assert California Public Records Act sec. 6255 or any similar provision as the basis for withholding any documents or information requested under this ordinance.
- (h) Neither the City nor any office, employee, or agent

thereof may assert an exemption for withholding for any document or information based on a "deliberative process" exemption, either as provided by California Public Records Act sec. 6255 or any other provision of law that does not prohibit disclosure.

- (i) Neither the City, nor any office, employee, or agent thereof, may assert an exemption for withholding for any document or information based on a finding or showing that the public interest in withholding the information outweighs the public interest in disclosure. All withholdings of documents or information must be based on an express provision of this ordinance providing for withholding of the specific type of information in question or on an express and specific exemption provided by California Public Records Act that is not forbidden by this ordinance.

SEC. 67.25 . Immediacy Of Response.

- (a) Notwithstanding the 10-day period for response to a request permitted in Government Code Section 6256 and in this Article, a written request for information described in any category of non-exempt public information ((in Section 67.24 of this Article which)) shall be satisfied no later than the close of business on the day following the day of the request. This deadline shall apply only if the words "Immediate Disclosure Request" are ((written)) placed across the top of the request and on the envelope, subject line, or cover sheet in which the request is transmitted. ((These)) Maximum deadlines provided in this article are appropriate for more extensive or demanding requests, but shall not be used to delay fulfilling a simple, routine or otherwise readily answerable request.
- (b) If the voluminous nature of the information requested, its location in a remote storage facility or the need to consult with another interested department warrants an extension of 10 days as provided in Government Code Section 6456.1, the requester shall be notified as required by the close of business on the business day following the request.
- (c) The person seeking the information need not state his or her reason for making the request or the use to which the information will be put, and requesters shall not be routinely asked to make such a disclosure. Where a record being requested contains information most of which is exempt from disclosure under the California Public Records Act and this article, however, the City Attorney or custodian of the record may inform the requester of the nature and extent of the non-exempt information and inquire as to the requester's purpose for seeking it, in order to suggest alternative sources for the information which may involve less redaction or to otherwise prepare a response to the request.
- (d) Notwithstanding any provisions of California Law or

this ordinance, in response to a request for information describing any category of non-exempt public information, when so requested, the City and County shall produce any and all responsive public records as soon as reasonably possible on an incremental or "rolling" basis such that responsive records are produced as soon as possible by the end of the same business day that they are reviewed and collected. This section is intended to prohibit the withholding of public records that are responsive to a records request until all potentially responsive documents have been reviewed and collected. Failure to comply with this provision is a violation of this article

SEC. 67.26. ((Minimum)) Withholding Kept to a Minimum.

No record shall be withheld from disclosure in its entirety unless all information contained in it is exempt from disclosure under express provisions of the California Public Records Act or of some other statute. Information that is exempt from disclosure shall be masked, deleted or otherwise segregated in order that the nonexempt portion of a requested record may be released, and keyed by footnote or other clear reference to the appropriate justification for withholding required by section 67.27 of this article. This work shall be done personally by the attorney or other staff member conducting the exemption review. ((If that employee's work in redaction and footnoting exceeds one hour, the requester may be required to pay that extra increment of time at the pro rata hourly salary rate of the)) The work of responding to a public-records request and preparing documents for disclosure shall be considered part of the regular work duties of any city employee ((. Staff time used to locate or collect)) , and no fee shall be charged to the requester to cover the personnel costs of responding to a records ((for review or copying shall not be included as chargeable)) request.

SEC. 67.27. Justification Of Withholding.

Any withholding of information shall be justified, in writing, as follows:

- (a) A withholding under a specific permissive exemption in the California Public Records Act, or elsewhere, which permissive exemption is not forbidden to be asserted by this ordinance, shall cite that authority ((and explain in factual terms how the public interest would be harmed by disclosure))).
- (b) A withholding on the basis that disclosure is prohibited by law shall cite the specific statutory authority in the Public Records Act or elsewhere.
- (c) A withholding on the basis that disclosure would incur civil or criminal liability shall cite any specific statutory or case law, or any other public agency's litigation experience, supporting that position.
- (d) When a record being requested contains information, most of which is exempt from disclosure under the

California Public Records Act and this Article, the custodian shall inform the requester of the nature and extent of the nonexempt information and suggest alternative sources for the information requested, if available.

SEC. 67.28. Fees For Duplication.

- (a) No fee shall be charged for making public records available for review.
- (b) For documents routinely produced in multiple copies for distribution, e.g. meeting agendas and related materials, unless a special fee has been established pursuant to subdivision (d) of this section, a fee not to exceed one cent per page may be charged, plus any postage costs.
- (c) For documents assembled and copied to the order of the requester, unless a special fee has been established pursuant to subdivision (d) of this section, a fee not to exceed 10 cents per page may be charged, plus any postage.
- (d) A department may establish and charge a higher fee than the one cent presumptive fee in subdivision (b) and the 10 cent presumptive fee in subdivision (c) if it prepares and posts an itemized cost analysis establishing that its cost per page impression exceeds 10 cents or one cent, as the case may be. The cost per page impression shall include the following costs: one sheet of paper; one duplication cycle of the copying machine in terms of toner and other specifically identified operation or maintenance factors, excluding electrical power ((; and one unit of operator labor calculated as the average hourly pay, excluding benefits, of the employee classification normally assigned to copy records, divided by 60, divided by the average number of copies per minute produced by the machines used in the department.)) Any such cost analysis shall identify the ((employee classification used for the labor component and the)) manufacturer, model, vendor and maintenance contractor, if any, of the copying machine or machines referred to.
- (e) Video copies of video recorded meetings shall be provided to the public upon request for \$10.00 or less per meeting.

SEC. 67.29. Index To Records.

((Each department may cooperate with any voluntary effort by an interested and competent individual or organization to compile a master index to the types of records it maintains, including those it creates and those it receives in the ordinary course of business.)) The City and County shall prepare a public records index that identifies the types of information and documents maintained by City and County((s)) departments, agencies, boards, commissions, and elected officers. The index shall be for the use of City officials, staff and the general public, and shall be

organized to permit a general understanding of the types of information maintained, by which officials and departments, for which purposes and for what periods of retention, and under what manner of organization for accessing, e.g. by reference to a name, a date, a proceeding or project, or some other referencing system. The index need not be in such detail as to identify files or records concerning a specific person, transaction or other event, but shall clearly indicate where and how records of that type are kept. Any such master index shall be reviewed by appropriate staff for accuracy and presented for formal adoption to the administrative official or policy body responsible for the indexed records. The City Administrator shall be responsible for the preparation of this records index. The City Administrator shall report on the progress of the index to the Sunshine Ordinance Task Force on at least a semi-annual basis until the index is completed. Each department, agency, commission and public official shall cooperate with the City Administrator to identify the types of records it maintains, including those documents created by the entity and those documents received in the ordinary course of business and the types of requests that are regularly received. Each department, agency, commission and public official is encouraged to solicit and encourage public participation to develop a meaningful records index. The index shall clearly and meaningfully describe, with as much specificity as practicable, the individual types of records that are prepared or maintained by each department, agency, commission or public official of the City and County. The index shall be sufficient to aid the public in making an inquiry or a request to inspect. Any changes in the department, agency, commission or public official's practices or procedures affecting the accuracy of the information provided to the City Administrator shall be recorded by the City Administrator on a periodic basis so as to maintain the integrity and accuracy of the ((. Any changes in the department's practices or procedures that would affect the accuracy of the index shall thereafter be reported by the responsible staff to the board, commission, or elective officer, as the case may be, as the basis for a corresponding revision of the)) index. The index shall be continuously maintained on the City's World Wide Website and made available at public libraries within the City and County of San Francisco.

SEC. 67.29-1. Records Survive Transition of Officials.

All documents prepared, received, or maintained by the Office of the Mayor, by any elected city and county official, and by the head of any City or County Department are the property of the City and County of San Francisco. The originals of these documents shall be maintained consistent with the records retention policies of the City and County of San Francisco.

SEC. 67.29-2. Internet Access/World Wide Web Minimum Standards

Each department of the City and County of San Francisco shall maintain on a World Wide Web site, or on a

comparable, readily accessible location on the Internet, information that it is required to make publicly available. Each department is encouraged to make publicly available through its World Wide Web site, as much information and as many documents as possible concerning its activities. At a minimum, within six months after enactment of this provision, each department shall post on its World Wide Web site all meeting notices required under this ordinance, agendas and the minutes of all previous meetings of its policy bodies for the last three years. Notices and agendas shall be posted no later than the time that the department otherwise distributes this information to the public, allowing reasonable time for posting. Minutes of meetings shall be posted as soon as possible, but in any event within 48 hours after they have been approved. Each department shall make reasonable efforts to ensure that its World Wide Web site is regularly reviewed for timeliness and updated on at least a weekly basis. The City and County shall also make available on its World Wide Web site, or on a comparable, readily accessible location on the Internet, a current copy of the City Charter and all City Codes.

Section 67.29-3

Any future agreements between the city and an advertising space provider shall be public records and shall include as a basis for the termination of the contract any action by, or permitted by, the space provider to remove or deface or otherwise interfere with an advertisement without first notifying the advertiser and the city and obtaining the advertiser's consent. In the event advertisements are defaced or vandalized, the space provider shall provide written notice to the city and the advertiser and shall allow the advertiser the option of replacing the defaced or vandalized material. Any request by any city official or by any space provider to remove or alter any advertising must be in writing and shall be a public record.

SEC. 67.29-4 Lobbyist On Behalf of the City

(a) Any lobbyist who contracts for economic consideration with the City and County of San Francisco to represent the City and County in matters before any local, regional, state, or federal administrative or legislative body shall file a public records report of their activities on a quarterly basis with the San Francisco Ethics Commission. This report shall be maintained by the Ethics Commission and not be exempt from disclosure. Each quarterly report shall identify all financial expenditures by the lobbyist, the individual or entity to whom each expenditure was made, the date the expenditure was made, and specifically identify the local, state, regional or national legislative or administrative action the lobbyist supported or opposed in making the expenditure. The failure to file a quarterly report with the required disclosures shall be a violation of this Ordinance.

(b) No person shall be deemed a lobbyist under section (a), unless that person receives or becomes entitled to receive at least \$300 total compensation in any month

for influencing legislative or administrative action on behalf of the City and County of San Francisco or has at least 25 separate contacts with local, state, regional or national officials for the purpose of influencing legislative or administrative action within any two consecutive months. No business or organization shall be deemed as a lobbyist under section (a) unless it compensates its employees or members for their lobbying activities on behalf of the City and County of San Francisco, and the compensated employees or members have at least 25 separate contacts with local, state, regional or national officials for the purpose of influencing legislative or administrative action within any two consecutive months. "Total compensation" shall be calculated by combining all compensation received from the City and County of San Francisco during the month for lobbying activities on matters at the local, state, regional or national level. "Total number of contacts" shall be calculated by combining all contacts made during the two-month period on behalf of the City and County of San Francisco for all lobbying activities on matters at the local, state, regional or national level.

- (c) Funds of the City and County of San Francisco, including organizational dues, shall not be used to support any lobbying efforts to restrict public access to records, information, or meetings, except where such effort is solely for the purpose of protecting the identity and privacy rights of private citizens.

SEC. 67.29-5 Calendars of Certain Officials

The Mayor, The City Attorney, and every Department Head shall keep or cause to be kept a daily calendar wherein is recorded the time and place of each meeting or event attended by that official, with the exclusion of purely personal or social events at which no city business is discussed and that do not take place at City Offices or at the offices or residences of people who do substantial business with or are otherwise substantially financially affected by actions of the city. For meetings not otherwise publicly recorded, the calendar shall include a general statement of issues discussed. Such calendars shall be public records and shall be available to any requester three business days subsequent to the calendar entry date.

SEC. 67.29-6 Sources of Outside Funding

No official or employee or agent of the city shall accept, allow to be collected, or direct or influence the spending of, any money, or any goods or services worth more than one hundred dollars in aggregate, for the purpose of carrying out or assisting any City function unless the amount and source of all such funds is disclosed as a public record and made available on the website for the department to which the funds are directed. When such funds are provided or managed by an entity, and not an individual, that entity must agree in writing to abide by this ordinance. The disclosure shall include the names of all individuals or

organizations contributing such money and a statement as to any financial interest the contributor has involving the City.

SEC. 67.29-7 Correspondence And Records Shall Be Maintained

- (a) The Mayor and all Department Heads shall maintain and preserve in a professional and businesslike manner all documents and correspondence, including but not limited to letters, e-mails, drafts, memorandum, invoices, reports and proposals and shall disclose all such records in accordance with this ordinance.
- (b) The Department of Elections shall keep and preserve all records and invoices relating to the design and printing of ballots and other election materials and shall keep and preserve records documenting who had custody of ballots from the time ballots are cast until ballots are received and certified by the Department of Elections.
- (c) In any contract, agreement or permit between the City and any outside entity that authorizes that entity to demand any funds or fees from citizens, the City shall ensure that accurate records of each transaction are maintained in a professional and businesslike manner and are available to the public as public records under the provisions of this ordinance. Failure of an entity to comply with these provisions shall be grounds for terminating the contract or for imposing a financial penalty equal to one-half of the fees derived under the agreement or permit during the period of time when the failure was in effect. Failure of any Department Head under this provision shall be a violation of this ordinance. This paragraph shall apply to any agreement allowing an entity to tow or impound vehicles in the City and shall apply to any agreement allowing an entity to collect any fee from any persons in any pretrial diversion program.

ARTICLE IV: POLICY IMPLEMENTATION

SEC. 67.30. The Sunshine Ordinance Task Force.

- (a) There is hereby established a task force to be known as the Sunshine Ordinance Task Force consisting of eleven ((thirteen)) voting members appointed by the Board of Supervisors. All members must have experience and/or demonstrated interest in the issues of citizen access and participation in local government. Two members shall be appointed from individuals whose names have been submitted by the local chapter of the Society of Professional Journalists, one of whom shall be an attorney and one of whom shall be a local journalist. One member shall be appointed from the press or electronic media ((who has an interest in the issues of citizen access and participation in local government)). One member shall be appointed from individuals whose names have been submitted by the local chapter of the League of

Women Voters. Four ((Five)) members shall be members of the public who have demonstrated interest in or have experience in the issues of citizen access and participation in local government. Two members shall be members of the public experienced in consumer advocacy. One member shall be a journalist from a racial/ethnic-minority-owned news organization and shall be appointed from individuals whose names have been submitted by New California Media. At all times the task force shall include at least one member who shall be a member of the public who is ((disabled)) physically handicapped and who has demonstrated interest in citizen access and participation in local government. The Mayor or his or her designee, and the Clerk of the Board of Supervisors ((and)) or his or her designee, shall serve as non-voting members of the task force. The Sunshine Ordinance Task Force shall, at its request, have assigned to in an attorney from within the City Attorney's Office or other appropriate City Office, who is experienced in public-access law matters. This attorney shall serve solely as a legal advisor and advocate to the Task Force and an ethical wall will be maintained between the work of this attorney on behalf of the Task Force and any person or Office that the Task Force determines may have a conflict of interest with regard to the matters being handled by the attorney.

- (b) The term of each appointive member shall be two years unless earlier removed by the Board of Supervisors. In the event of such removal or in the event a vacancy otherwise occurs during the term of office of any appointive member, a successor shall be appointed for the unexpired term of the office vacated in a manner similar to that described herein for the initial members. The task force shall elect a chair from among its appointive members. The term of office as chair shall be one year. Members of the task force shall serve without compensation.
- (c) The task force shall advise the Board of Supervisors and provide information to other City departments on appropriate ways in which to implement this chapter. The task force shall develop appropriate goals to ensure practical and timely implementation of this chapter. The task force shall propose to the Board of Supervisors amendments to this chapter. The task force shall report to the Board of Supervisors at least once annually on any practical or policy problems encountered in the administration of this chapter. The Task Force shall receive and review the annual report of the Supervisor of Public Records and may request additional reports or information as it deems necessary. The Task Force shall make referrals to a municipal office with enforcement power under this ordinance or under the California Public Records Act and the Brown Act whenever it concludes that any

person has violated any provisions of this ordinance or the Acts. The Task Force shall, from time to time as it sees fit, issue public reports evaluating compliance with this ordinance and related California laws by the City or any Department, Office, or Official thereof.

- (d) In addition to the powers specified above, the Task Force shall possess such powers as the Board of Supervisors may confer upon it by ordinance or as the People of San Francisco shall confer upon it by initiative.
- (e) The Task Force Commission shall approve by-laws specifying a general schedule for meetings, requirements for attendance by Task Force members, and procedures and criteria for removing members for non-attendance.

SEC. 67.31. Responsibility for Administration.

The Mayor shall administer and coordinate the implementation of the provisions of this chapter for departments under his or her control. The Mayor shall administer and coordinate the implementation of the provisions of this chapter for departments under the control of board and commissions appointed by the Mayor. Elected officers shall administer and coordinate the implementation of the provisions of this chapter for departments under their respective control. The Clerk of the Board of Supervisors shall provide a full-time staff person to perform administrative duties for the Sunshine Ordinance Task Force and to assist any person in gaining access to public meetings or public information. The Clerk of the Board of Supervisors shall provide that staff person with whatever facilities and equipment are necessary to perform said duties.

SEC. 67.32. Provision of Services to other Agencies: Sunshine Required

It is the policy of the City and County of San Francisco to ensure opportunities for informed civic participation embodied in this Ordinance to all local, state, regional and federal agencies and institutions with which it maintains continuing legal and political relationships. Officers, agents and other representatives of the City shall continually, consistently and assertively work to seek commitments to enact open meetings, public information and citizen comment policies by these agencies and institutions, including but not limited to the Presidio Trust, the San Francisco Unified School District, the San Francisco Community College District, the San Francisco Transportation Authority, the San Francisco Housing Authority, the Treasure Island Development Authority, the San Francisco Redevelopment Authority and the University of California. To the extent not expressly prohibited by law, copies of all written communications with the above identified entities and any City employee, officer, agents, or and representative, shall be accessible as public records. To the extent not expressly prohibited by law, any meeting of the governing body of any such agency and institution at

which City officers, agents or representatives are present in their official capacities shall be open to the public, and this provision cannot be waived by any City officer, agent or representative. The city shall give no subsidy in money, tax abatements, land, or services to any private entity unless that private entity agrees in writing to provide the city with financial projections (including profit and loss figures), and annual audited financial statements for the project thereafter, for the project upon which the subsidy is based and all such projections and financial statements shall be public records that must be disclosed.

SEC. 67.33. Department Head Declaration

All City department heads and all City management employees and all employees or officials who are required to sign an affidavit of financial interest with the Ethics Commission shall sign an annual affidavit or declaration stating under penalty of perjury that they have read the Sunshine Ordinance and have attended or will attend when next offered, a training session on the Sunshine Ordinance, to be held at least once annually. The affidavit or declarations shall be maintained by the Ethics Commission and shall be available as a public record. Annual training shall be provided by the San Francisco City Attorney's Office with the assistance of the Sunshine Ordinance Task Force.

SEC. 67.34. Willful Failure Shall be Official Misconduct

The willful failure of any elected official, department head, or other managerial city employee to discharge any duties imposed by the Sunshine Ordinance, the Brown Act or the Public Records Act shall be deemed official misconduct. Complaints involving allegations of willful violations of this ordinance, the Brown Act or the Public Records Act by elected officials or department heads of the City and County of San Francisco shall be handled by the Ethics Commission.

SEC. 67.35. Enforcement Provisions

- (a) Any person may institute proceedings for injunctive relief, declaratory relief, or writ of mandate in any court of competent jurisdiction to enforce his or her right to inspect or to receive a copy of any public record or class of public records under this Ordinance or to enforce his or her right to attend any meeting required under this Ordinance to be open, or to compel such meeting to be open.

- (b) A court shall award costs and reasonable attorneys' fees to the plaintiff who is the prevailing party in an action brought to enforce this Ordinance.

- (c) If a court finds that an action filed pursuant to this section is frivolous, the City and County may assert its rights to be paid its reasonable attorneys' fees and costs.

- (d) Any person may institute proceedings for enforcement and penalties under this act in any court of competent jurisdiction or before the Ethics Commission if enforcement action is not taken by a city or state official 40 days after a complaint is filed.

SEC. 67.36 Sunshine Ordinance Supersedes other local laws

The provisions of this Sunshine Ordinance supersede other local laws. Whenever a conflict in local law is identified, the requirement which would result in greater or more expedited public access to public information shall apply.

SEC. 67.37. ((SEC. 67.32.)) Severability. The provisions of this chapter are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of this chapter, or the invalidity of the application thereof to any person or circumstances, shall not affect the validity of the remainder of this chapter, or the validity of its application to other persons or circumstances.

-end of Chapter 67-

SECTION. 3. SEVERABILITY.

The provisions of this ordinance are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of this chapter, or the invalidity of the application thereof to any person or circumstances, shall not affect the validity of the remainder of this chapter, or the validity of its application to other persons or circumstances.

SECTION. 4. EFFECTIVE DATE

This ordinance shall become effective on January 1, 2000.

ATTACHMENT 9 - THE PRIVATE INDUSTRY COUNCIL'S CONFLICT OF INTEREST CODE**CONFLICT OF INTEREST CODE FOR
THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO**

The Political Reform Act, Government Code Sections 81000, et seq., requires state and local government agencies to adopt and promulgate Conflict of Interest Codes. The Fair Political Practices Commission has adopted a regulation, 2 Cal. Adm. Code Section 18730, which contains the terms of a standard Conflict of Interest Code, which are incorporated herein, and which may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act after public notice and hearings. Therefore, the terms of 2 Cal. Adm. Code Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference and, along with the attached Appendix in which officials and employees are designated and disclosure categories are set forth, constitute the Conflict of Interest Code of the Private Industry Council of San Francisco.

Pursuant to Section 4(A) of the Standard Code and Section 58.4 of the City and County of San Francisco Municipal Code, the President of the Private Industry Council of San Francisco, Inc. shall file his or her annual statements of economic interests with the Clerk of the San Francisco Board of Supervisors and all other designated officials and employees of the Private Industry Council of San Francisco shall file their statements of economic interests with the President of the Private Industry Council of San Francisco, Inc.

18730. Provisions of Conflict of Interest Codes

- (a) Incorporation by reference of the terms of this regulation along with the designation of employees and the formulation of disclosure categories in the Appendix referred to below constitute the adoption and promulgation of a conflict of interest code within the meaning of Government Code Section 87300 or the amendment of a conflict of interest code within the meaning of Government Code Section 87306 if the terms of this regulation are substituted for terms of a conflict of interest code already in effect. A code so amended or adopted and promulgated requires the reporting of reportable items in a manner substantially equivalent to the requirements of Article 2 of Chapter 7 of the Political Reform Act, Government Code Sections 81000, et seq. The requirements of a conflict of interest code are in addition to other requirements of the Political Reform Act, such as the general prohibition against conflicts of interest contained in Government Code Section 87100, and to other state or local laws pertaining to conflicts of interest.
- (b) The terms of a conflict of interest code amended or adopted and promulgated pursuant to this regulation are as follows:
 - (1) Section 1. Definitions.

The definitions contained in the Political Reform Act of 1974, regulations of the Fair Political Practices Commission (2 Cal. Code of Regs. Sections 18100, et seq.), and any amendments to the Act or regulations, are incorporated by reference into this conflict of interest code.
 - (2) Section 2. Designated Employees.

The persons holding positions listed in the Appendix are designated employees. It has been determined that these persons make or participate in the making of decisions which may foreseeably have a material effect on financial interests.
 - (3) Section 3. Disclosure Categories.

This code does not establish any disclosure obligation for those designated employees who are also specified in Government Code Section 87200 if they are designated in this code in that same capacity or if the geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction in which those persons must report their financial interests pursuant to

Article 2 of Chapter 7 of the Political Reform Act, Government Code Sections 87200, et seq

In addition, this code does not establish any disclosure obligation for any designated employees who are designated in a conflict of interest code for another agency, if all of the following apply:

- (A) The geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction of the other agency;
- (B) The disclosure assigned in the code of the other agency is the same as that required under Article 2 of Chapter 7 of the Political Reform Act, Government Code Section 87200; and
- (C) The filing officer is the same for both agencies.¹

Such persons are covered by this code for disqualification purposes only. With respect to all other designated employees, the disclosure categories set forth in the Appendix specify which kinds of financial interests are reportable. Such a designated employee shall disclose in his or her statement of economic interests those financial interests he or she has which are of the kind described in the disclosure categories to which he or she is assigned in the Appendix. It has been determined that the financial interests set forth in a designated employee's disclosure categories are the kinds of financial interests which he or she foreseeably can affect materially through the conduct of his or her office.

(4) Section 4. Statements of Economic Interests: Place of Filing.

The code reviewing body shall instruct all designated employees within its code to file statements of economic interests with the agency or with the code reviewing body, as provided by the code reviewing body in the agency's conflict of interest code.²

(5) Section 5. Statements of Economic Interests: Time of Filing.

- (A) Initial Statements. All designated employees employed by the agency on the effective date of this code, as originally adopted, promulgated and approved by the code reviewing body, shall file statements within 30 days after the effective date of this code. Thereafter, each person already in a position when it is designated by an amendment to this code shall file an initial statement within 30 days after the effective date of the amendment.
- (B) Assuming Office Statements. All persons assuming designated positions after the effective date of this code shall file statements within 30 days after assuming the designated positions, or if subject to State Senate confirmation, 30 days after being nominated or appointed.
- (C) Annual Statements. All designated employees shall file statements no later than April 1.
- (D) Leaving Office Statements. All persons who leave designated positions shall file statements within 30 days after leaving office.

(5.5) Section 5.5. Statements for Persons Who Resign Prior to Assuming Office.

Any person who resigns within 12 months of initial appointment, or within 30 days of the date of

¹ Designated employees who are required to file statements of economic interests under any other agency's conflict of interest code, or under Article 2 for a different jurisdiction, may expand their statement of economic interests to cover reportable interests in both jurisdictions, and file copies of this expanded statement with both entities in lieu of filing separate and distinct statements, provided that each copy of such expanded statement filed in place of an original is signed and verified by the designated employee as if it were an original. See Government Code Section 81004.

² See Government Code Section 81010 and 2 Cal. Code of Regs. Section 18115 for the duties of filing officers and persons in agencies who make and retain copies of statements and forward the originals to the filing officer.

notice provided by the filing officer to file an assuming office statement, is not deemed to have assumed office or left office, provided he or she did not make or participate in the making of, or use his or her position to influence any decision and did not receive or become entitled to receive any form of payment as a result of his or her appointment. Such persons shall not file either an assuming or leaving office statement.

(A) Any person who resigns a position within 30 days of the date of a notice from the filing officer shall do both of the following:

1. File a written resignation with the appointing power; and
2. File a written statement with the filing officer declaring under penalty of perjury that during the period between appointment and resignation he or she did not make, participate in the making, or use the position to influence any decision of the agency or receive, or become entitled to receive, any form of payment by virtue of being appointed to the position.

(6) Section 6. Contents of and Period Covered by Statements of Economic Interests.

(A) Contents of Initial Statements. Initial statements shall disclose any reportable investments, interests in real property and business positions held on the effective date of the code and income received during the 12 months prior to the effective date of the code.

(B) Contents of Assuming Office Statements. Assuming office statements shall disclose any reportable investments, interests in real property and business positions held on the date of assuming office or, if subject to State Senate confirmation or appointment, on the date of nomination, and income received during the 12 months prior to the date of assuming office or the date of being appointed or nominated, respectively.

(C) Contents of Annual Statements. Annual statements shall disclose any reportable investments, interests in real property, income and business positions held or received during the previous calendar year provided, however, that the period covered by an employee's first annual statement shall begin on the effective date of the code or the date of assuming office whichever is later.

(D) Contents of Leaving Office Statements. Leaving office statements shall disclose reportable investments, interests in real property, income and business positions held or received during the period between the closing date of the last statement filed and the date of leaving office.

(7) Section 7. Manner of Reporting.

Statements of economic interests shall be made on forms prescribed by the Fair Political Practices Commission and supplied by the agency, and shall contain the following information:

(A) Investments and Real Property Disclosure. When an investment or an interest in real property³ is required to be reported,⁴ the statement shall contain the following:

1. A statement of the nature of the investment or interest;

³ For the purpose of disclosure only (not disqualification), an interest in real property does not include the principal residence of the filer.

⁴ Investments and interests in real property which have a fair market value of less than \$1,000 are not investments and interests in real property within the meaning of the Political Reform Act. However, investments or interests in real property of an individual include those held by the individual's spouse and dependent children as well as a pro rata share of any investment or interest in real property of any business entity or trust in which the individual, spouse and dependent children own, in the aggregate, a direct, indirect or beneficial interest of 10 percent or greater.

2. The name of the business entity in which each investment is held, and a general description of the business activity in which the business entity is engaged;
 3. The address or other precise location of the real property;
 4. A statement whether the fair market value of the investment or interest in real property exceeds one thousand dollars (\$1,000), exceeds ten thousand dollars (\$10,000), or exceeds one hundred thousand dollars (\$100,000).
- (B) Personal Income Disclosure. When personal income is required to be reported,⁵ the statement shall contain:
1. The name and address of each source of income aggregating two hundred fifty dollars (\$250) or more in value or fifty dollars (\$50) or more in value if the income was a gift, and a general description of the business activity, if any, of each source;
 2. A statement whether the aggregate value of income from each source, or in the case of a loan, the highest amount owed to each source, was one thousand dollars (\$1,000) or less, greater than one thousand dollars (\$1,000), or greater than ten thousand dollars (\$10,000);
 3. A description of the consideration, if any, for which the income was received;
 4. In the case of a gift, the name, address and business activity of the donor and any intermediary through which the gift was made; a description of the gift; the amount or value of the gift; and the date on which the gift was received;
 5. In the case of a loan, the annual interest rate and the security, if any, given for the loan.
- (C) Business Entity Income Disclosure. When income of a business entity, including income of a sole proprietorship, is required to be reported,⁶ the statement shall contain:

⁵ A designated employee's income includes his or her community property interest in the income of his or her spouse but does not include salary or reimbursement for expenses received from a state, local or federal government agency.

⁶ Income of a business entity is reportable if the direct, indirect or beneficial interest of the filer and the filer's spouse in the business entity aggregates a 10 percent or greater interest. In addition, the disclosure of persons who are clients or customers of a business entity is required only if the clients or customers are within one of the disclosure categories of the filer.

1. The name, address, and a general description of the business activity of the business entity;
2. The name of every person from whom the business entity received payments if the filer's pro rata share of gross receipts from such person was equal to or greater than ten thousand dollars (\$10,000).

(D) Business Position Disclosure. When business positions are required to be reported, a designated employee shall list the name and address of each business entity in which he or she is a director, officer, partner, trustee, employee, or in which he or she holds any position of management, a description of the business activity in which the business entity is engaged, and the designated employee's position with the business entity.

(E) Acquisition or Disposal During Reporting Period. In the case of an annual or leaving office statement, if an investment or an interest in real property was partially or wholly acquired or disposed of during the period covered by the statement, the statement shall contain the date of acquisition or disposal.

(8) Section 8. State Agency Prohibition on Receipt of Honoraria.

No member of a state board or commission, and no designated employee of a state agency, shall accept any honorarium from any source, if the member or employee would be required to report the receipt of income or gifts from that source on his or her statement of economic interests. This section shall not apply to any part-time member of the governing board of any public institution of higher education, unless the member is also an elected official.

Subdivisions (b), (c), (d), and (e) of Government Code Section 89502 shall apply to the prohibitions in this section.

(8.1) Section 8.1 State Agency Prohibition on Receipt of Gifts of \$250 or More.

No member of a state board or commission, and no designated employee of a state agency, shall accept gifts with a total value of more than two hundred fifty dollars (\$250) in a calendar year from any single source, if the member or employee would be required to report the receipt of income or gifts from that source on his or her statement of economic interests. This section shall not apply to any part time member of the governing board of any public institution of higher education, unless the member is also an elected official.

Subsections (b), (c), (d), and (e) of Government Code Section 89504 shall apply to the prohibitions in this section.

(9) Section 9. Disqualification.

No designated employee shall make, participate in making, or in any way attempt to use his or her official position to influence the making of any governmental decision which he or she knows or has reason to know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the official or a member of his or her immediate family or on:

- (A) Any business entity in which the designated employee has a direct or indirect investment worth one thousand dollars (\$1,000) or more;
- (B) Any real property in which the designated employee has a direct or indirect interest worth one thousand dollars (\$1,000) or more;
- (C) Any source of income, other than gifts and other than loans by a commercial lending institution in the regular course of business on terms available to the public without regard to

official status, aggregating two hundred fifty dollars (\$250) or more in value provided to, received by or promised to the designated employee within 12 months prior to the time when the decision is made;

- (D) Any business entity in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management; or
- (E) Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating \$250 or more in value provided to; received by, or promised to the designated employee within 12 months prior to the time when the decision is made.

(9.3) Section 9.3. Legally Required Participation.

No designated employee shall be prevented from making or participating in the making of any decision to the extent his or her participation is legally required for the decision to be made. The fact that the vote of a designated employee who is on a voting body is needed to break a tie does not make his or her participation legally required for purposes of this section.

(9.5) Section 9.5. Disqualification of State Officers and Employees.

In addition to the general disqualification provisions of Section 9, no state administrative official shall make, participate in making, or use his or her official position to influence any governmental decision directly relating to any contract where the state administrative official knows or has reason to know that any party to the contract is a person with whom the state administrative official, or any member of his or her immediate family has, within 12 months prior to the time when the official action is to be taken:

- (A) Engaged in a business transaction or transactions on terms not available to members of the public, regarding any investment or interest in real property; or
- (B) Engaged in a business transaction or transactions on terms not available to members of the public regarding the rendering of goods or services totaling in value one thousand dollars (\$1,000) or more.

(10) Section 10. Manner of Disqualification.

When a designated employee determines that he or she should not make a governmental decision because he or she has a disqualifying interest in it, the determination not to act must be accompanied by disclosure of the disqualifying interest. In the case of a voting body, this determination and disclosure shall be made part of the agency's official record; in the case of a designated employee who is the head of an agency, this determination and disclosure shall be made in writing to his or her appointing authority; and in the case of other designated employees, this determination and disclosure shall be made in writing to the designated employee's supervisor.

(11) Section 11. Assistance of the Commission and Counsel.

Any designated employee who is unsure of his or her duties under this code may request assistance from the Fair Political Practices Commission pursuant to Government Code Section 83114 or from the attorney for his or her agency, provided that nothing in this section requires the attorney for the agency to issue any formal or informal opinion.

(12) Section 12. Violations.

This code has the force and effect of law. Designated employees violating any provision of this code are subject to the administrative, criminal and civil sanctions provided in the Political Reform Act, Government Code Sections 81000 - 91014. In addition, a decision in relation to which a violation of the disqualification provisions of this code or of Government Code Section 87100 or 87450 has occurred may be set aside as void pursuant to Government Code Section 91003.

Note: Authority: Section 83112, Gov. Code Reference: Sections 87300-87302, 89503, and 89504, Gov. Code

History

- (1) New section 18730 of the Fair Political Practices Commission (FPPC) Regulations (Title 2, Division 6 of the California Code of Regulations) filed 04/02/80 as an emergency; effective upon filing. Certificate of Compliance included.
- (2) Editorial correction to section 18730 of the FPPC Regulations.
- (3) Amendment of subsection 18730 (b) of the FPPC Regulations filed 01/09/81; effective thirtieth day thereafter.
- (4) Amendment of subsection 18730 (b)(7)(B)1 of the FPPC Regulations filed 01/26/83; effective thirtieth day thereafter.
- (5) Amendment of subsection 18730 (b)(7)(A) of the FPPC Regulations filed 11/10/83; effective thirtieth day thereafter.
- (6) Conflict of Interest Code developed and adopted by the PIC, proposed to and approved by the San Francisco Board of Supervisors, 09/27/85.
- (7) Amendment section 18730 of the FPPC Regulations filed 04/13/87; effective thirtieth day thereafter.
- (8) Amendment of subsection 18730 (b) of the FPPC Regulations filed 10-21-88; effective thirtieth day thereafter.
- (9) Ordinance No. 3-90 adopted adding Chapter 58 to the City and County of San Francisco Municipal Code ("Administrative Code") on 01/05/90.
- (10) Amendment of section 18730 of the FPPC Regulations filed 08/28/90; effective thirtieth day thereafter.
- (11) Ordinance No. 190-90 adopted initially incorporating the PIC Conflict of Interest Code as section 58.382 of San Francisco Administrative Code and inadvertently amending it, 05/24/90.
- (12) Amendment to section 18730 of the FPPC Regulations filed 08/07/92; effective thirtieth day thereafter.
- (13) Amendment to section 18730 of the FPPC Regulations filed 02/05/93; effective upon filing.
- (14) Ordinance No. 380-94 adopted amending section 58.382 of San Francisco Administrative Code and the PIC Conflict of Interest Code, 11/10/94.

APPENDIX A

(As provided in section 58.382 of the City and County of San Francisco Municipal Code, as amended by San Francisco Board of Supervisors Resolution Number 380-94 on November 10, 1994)

Designated Positions:

The following positions of the Private Industry Council of San Francisco are designated and their respective disclosure categories are as follows:

Private Industry Councils

<u>Position</u>	<u>Disclosure Category</u>
Member, Private Industry Council of San Francisco	3
Member, Designated Committee of the Council	3
President, Private Industry Council of San Francisco, Inc.	2,3
Vice Presidents, Private Industry Council of San Francisco, Inc.	2,3
Controller, Private Industry Council of San Francisco, Inc.	2,3
Consultants*	1

- * With respect to consultants, the President of the Private Industry Council of San Francisco, Inc. may determine in writing that a particular consultant is hired to perform a range of duties that are limited in scope and thus is not required to comply with the disclosure requirements described in this category. Such determinations shall

include a description of the consultants duties and, based on that description, a statement of the extent of disclosure requirements. The President shall forward a copy of this determination to the Board of Supervisors. Nothing herein excuses any such consultant from any other provision this Conflict of Interest Code.

APPENDIX B

(As provided in section 58.382 of the City and County of San Francisco Municipal Code, as amended by San Francisco Board of Supervisors Resolution Number 380-94 on November 10, 1994)

General Provisions

When a member, officer or employee who holds a designated position is required to disclose investments and sources of income, he or she shall disclose investments in business entities and sources of income which do business, plan to do business, or have done business in the City and County of San Francisco within the past two years. In addition to other activities, a business entity is doing business within the City and County of San Francisco if it owns real property within the City and County of San Francisco.

When a designated member, officer or employee who holds a designated position is required to disclose sources of income, he or she shall disclose gifts received from donors located inside as well as outside the City and County of San Francisco.

When a designated member, officer or employee who holds a designated position is required to disclose interests in real property, he or she shall disclose the type of real property described below, if it is located in whole or in part within, or not more than two miles outside of the boundaries of the City and County of San Francisco, or within two miles of any land owned or used by the Private Industry Council.

When a designated member, officer or employee who holds a designated position is required to disclose business positions, he or she shall disclose positions in business entities that do business in California, plan to do business in California, or have done business in California within the past two years.

Disclosure Category No.1

A member, officer or employee holding a position assigned to Disclosure Category #1 shall, in the manner described above, report:

- * All investments in business entities and sources of income in the jurisdiction;
- * Interests in real property, in the jurisdiction, which were acquired by, leased, or otherwise used by the Private Industry Council;
- * His or her status as a director, officer, partner, trustee, employee or holder of a management position in any business entity in the jurisdiction.

Disclosure Category No.2

Officers of the Private Industry Council of San Francisco, Inc. (i.e., President, Vice Presidents, and Controller) shall disclose all sources of income from, investments, and positions of management in any organization that, during the period being reported, has proposed to enter into or has entered into a subcontract or other financial agreement with the Private Industry Council of San Francisco, Inc.

Disclosure Category No.3

Members of the Private Industry Council of San Francisco and of its Audit, Planning, Refugee, and any other committee that selects or recommends the selection of subcontractors of the Private Industry Council of San Francisco, Inc. shall disclose all sources of income from, investments and positions of management in any organization that, during the period being reported, has been a candidate for such a subcontract subject to the Council's selection.

APPENDIX C

Preemptory Conflict of Interest Disclosure Statements

To the extent possible, the President of the Private Industry Council of San Francisco, Inc. or his or her designee shall, as an aid to members of the Council and its designated committees:

- compile lists of all organizations that are candidates for subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc.; and
- provide those lists incorporated within disclosure statements to the occupants of all applicable Designated Positions for their reviews and executions;

prior to taking action on those candidates for subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc.

Responsibilities for Identifying Conflicts of Interests and for Recording Abstentions that are Required as a Result

Members of the Council and of its designated committees are responsible for identifying actual and potential conflicts of interests and, where identified, for ensuring that abstentions required are declared prior to participating in the action where that conflict would arise and for ensuring that those abstentions properly recorded in the minutes of meetings where they have been declared.

Annual Statements of Economic Interests ---Business Entities Covered Under Disclosure Categories No. 2 and 3

In addition, the President of the Private Industry Council of San Francisco, Inc. or his or her designee shall, as an aid to occupants of all Designated Positions:

- compile lists of:
 - all organizations that were candidates for subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc. during the period being reported; and
 - all organizations that have entered into subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc. during the period being reported; and
- provide those lists to occupants of all applicable Designated Positions for their reviews;

along with all requests for the completion and execution of the State's annual economic interests statements (i.e., the State Form 730).



ATTACHMENT 10 - PROPOSED ORGANIZATION OF THE ONE STOP SAN FRANCISCO SYSTEM

